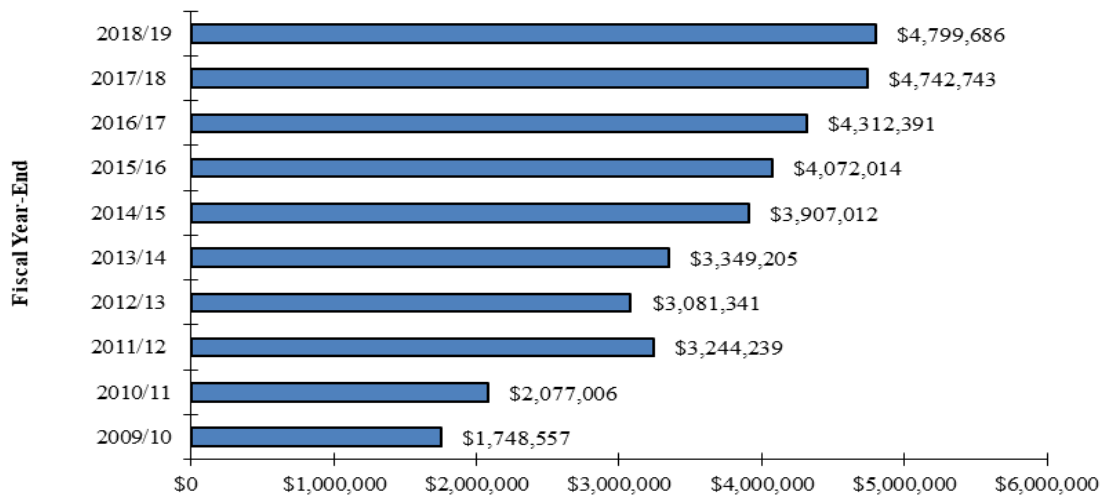


2019 City of Muscatine Accomplishments

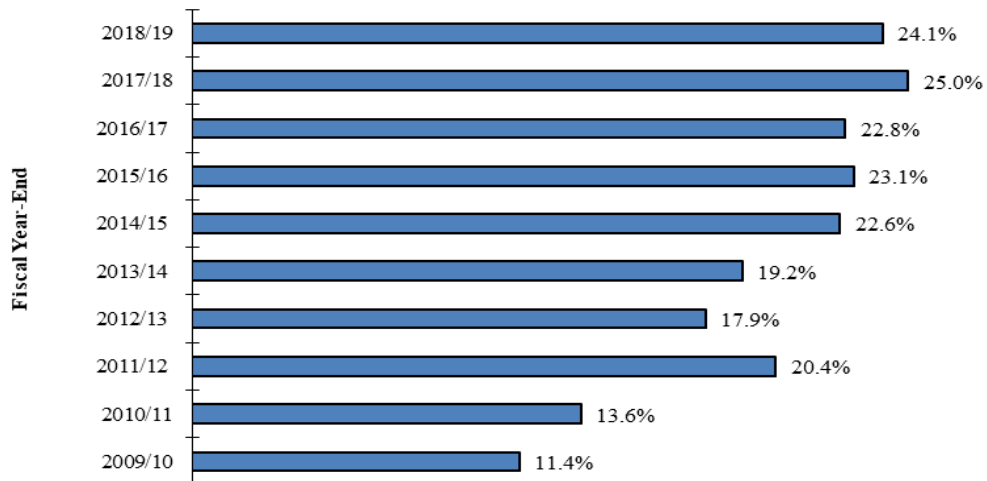
FINANCE DEPARTMENT

- **General Fund Balance Improvement.** The City's unreserved General Fund balance increased by \$56,943 to \$4,799,686 at the end of FY 2018/2019. Following are two graphs of the General Fund fiscal year-end balances for the last 10 years. The first graph shows the dollar amounts of the ending fund balances. The 2nd graph shows a history of the percentages the ending fund balances are of General Fund expenditures for those years.

General Fund Fund Balance History



Fiscal Year-End General Fund Balances as a Percent of Expenditures



- **GFOA Budget Award.** The City received GFOA's Distinguished Budget Presentation Award for the 2019/2020 Budget. This was the 35th consecutive year the City received this award.
- **GFOA Certificate of Achievement for Comprehensive Annual Financial Report.** The City was awarded its 28th consecutive Certificate of Achievement for Excellence in Financial Reporting for the Comprehensive Annual Financial Report (CAFR) for the year ended June 30, 2018. The CAFR for the year ended June 30, 2019 will also be submitted for consideration for this award.
- **GASB Statement Implementation.** Recent GASB Statements and their effective dates for implementation are: (1) GASB Statement No. 83, *Certain Asset Retirement Obligations*, issued November 2016, was effective for the City beginning with its fiscal year ending June 30, 2019, (2) GASB Statement No. 84, *Fiduciary Activities*, issued January 2017, will be effective for the City beginning with its fiscal year ending June 30, 2020, (3) *GASB Statement No. 87, Leases, issued June 2017, will be effective for the City beginning with its fiscal year ending June 30, 2021, and* (4) GASB Statement No. 88, *Certain Disclosures Related to Debt, including Direct Borrowings and Direct Placements*, issued April 2018, was effective for the City beginning with its fiscal year ending June 30, 2019. Statements 83 and 88 were effective for the year ended June 30, 2019 but did not have an impact to the City of Muscatine. Finance staff has attended some training on Statement 87 Leases, as this statement will have a significant impact on how leases are accounted for on fiscal year-end statements.
- **Planning for the May 2020 City Bond Issue.** The City's 2019/2020 budget included a preliminary list of projects totaling \$3 million to be funded (or partially funded) from the May 2020 general obligation bond issue. This issue will also include an additional \$3+ million for the Downtown Streetscaping project that will be funded from tax increment (TIF) funds. The bond funding amounts for each project have been refined as bids have been received for several of the projects. The general obligation portion of the bond issue will include funding for (1) the purchase of the former IDOT Maintenance Facility and some additional funding for design services needed to determine how the buildings will be converted for City use, (2) the local share of the Park Avenue improvement project which includes conversion of a portion of Park Avenue from a 4-lane to a 3-lane configuration, (3) Park improvements including replacing the Riverfront fence and the Fuller Park playground surface, and Soccer Field #3 improvements, (4) funds to continue the deferred maintenance projects for city buildings, (5) replacement of the Fire Suppression system at the Transfer Station, (6) the local share of the new airport hangars and the related apron expansion, and (7) the local share of the West Side Trail project.
- **Capital Projects Financing Plans.** The Finance Director continues to monitor and update the financing plans for the City's capital projects. Cost estimates and financing for each of the City's projects were reviewed as part of the 2019/2020 Budget. Major capital projects for 2019/2020 include (1) construction of the 2nd Street and Mulberry Avenue roundabout which is part of the Mississippi Drive Corridor Reconstruction project, (2) completing the engineering design, bidding, and starting construction of the Grandview Avenue portion of the Corridor project, (3) completion of phase 4-B and the start of phase 4-C of the multi-year, multi-phase West Hill Sewer Separation project; (4) constructing the Water Pollution Control Plant high strength waste receiving station; (5) continuing the annual pavement management and new sidewalk construction projects; and (6) completing the engineering design and starting construction of the downtown streetscaping project. The ongoing Pavement Management Program is funded from the 20% allocation of Local Option Sales Tax and Road Use Tax funds. The New Sidewalk Program is funded from Road Use Tax funds.
 - **West Hill Sewer Project.** In November of 2012 the City was notified that the E.P.A. approved the 4-year extension (to 2028) for completion of sewer separation projects identified in the E.P.A

Consent Order. In the spring of 2018 bids were received and the contract awarded for the 4th phase of the West Hill Sewer Separation project. Phase 4 will be completed in calendar years 2018, 2019, and 2020. The 3-year work schedule allows for Local Option Sales Tax funds to be available to cash flow the costs for each phase of the project.

- **Mississippi Drive Corridor Project.** Construction began in the spring of 2017 on phase one of the Mississippi Drive Corridor reconstruction project. The first phase of this project was from the Mississippi River Bridge to Broadway except for the intersection at Mulberry Avenue, which will be part of the next phase of the project. Phase one was substantial completed in the fall of 2018 and the contract was closed out in May of 2019. Construction is scheduled to begin in 2019/2020 on the Grandview Avenue portion of the project and on the 2nd and Mulberry intersection roundabout. The Corridor project is being funded from the \$13 million in Transfer of Jurisdiction funds the City received from the State in August of 2014, \$4 million in contributions from the Canadian Pacific Railroad, and federal grant funding of \$3,550,000 to assist in funding the Grandview Avenue phase of this project. Muscatine Power & Water is also contributing to the funding for this project by reimbursing the City for utility-related work included in the construction contracts.
- **Community Attraction and Tourism (CAT) Grant – Pearls of Progress Projects.** In November of 2017, the City was awarded a \$500,000 Community Attractions and Tourism (CAT) Grant from the State of Iowa for the Pearls of Progress Project. This project has four component projects including (1) renovation of the former HNI headquarters building to be used for the new Musser Public Library and HNI Community Center, (2) the Community Dog Park, (3) the new West Side Trail, and (4) the Muscatine County project to construct cabins at Deep Lakes Park. The estimated total cost of these projects is over \$8.1 million. Funding will be from grants, donations (including the donation of the library building by HNI Corporation), City bond proceeds, County Conservation Board funds, and the CAT grant. The Library building renovation was completed in 2017/2018 and the Dog Park was completed in 2018/2019. The West Side Trail and Deep Lakes Park cabins (a Muscatine County project) are scheduled for construction in calendar year 2020. The Finance department compiled the documentation required to request and receive the CAT grant funds for the Library and Dog Park projects. Finance staff is also managing the pledged contributions for this project. Letters and invoices were sent out in the fall of 2018 for the 2nd payments to contributors that pledged to make their donations over 3 years. The letters and invoices for the final payments on these pledges will be sent this fall.
- **Economic Development Incentive Programs (TIF and Tax Abatement).** The City approved several new economic development agreements during the past year including:
 - A TIF rebate agreement with TIF Oak Park for the development of approximately 48 units of multi-residential housing in 16 triplexes for housing affordable to seniors of low and moderate income. The developer is investing approximately \$8.1 million in this project. This is a 15-year, 70% rebate, up to a maximum total of \$497,445.
 - A TIF rebate agreement with NPSW for the infrastructure for the Arbor Commons new housing development that will include up to 62 new homes. The development agreement provides for up to 3 phases with 10 years of rebates for each phase. The rebate percentage is 75%, which includes a 39.91% LMI (Low and Moderate Income) set-aside amount. The rebate maximum is \$750,000 or the actual cost of the public infrastructure, whichever is lower.

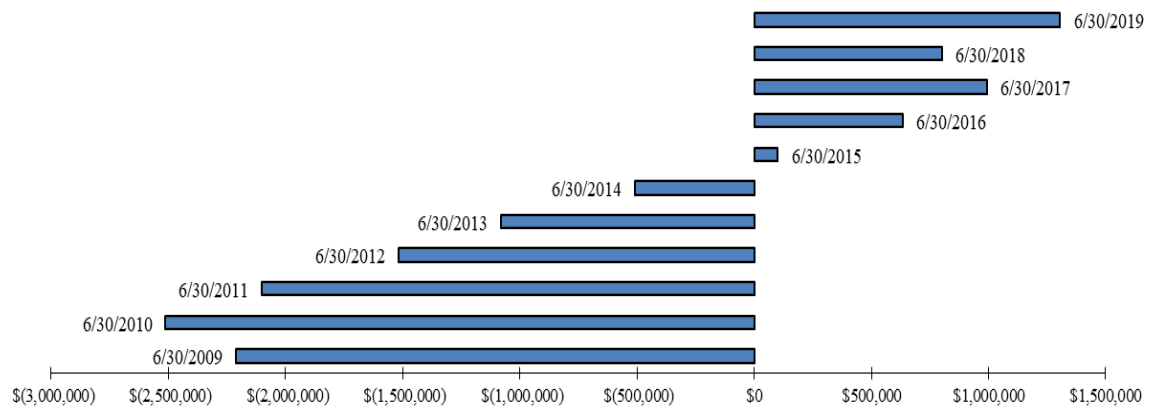
- A TIF rebate agreement with Bush Development LLC and Hershey Property LLC for the conversion of the upper floors of the Hershey Building into 25 market rate multi-residential units and the lower floors into commercial/retail space. The developer is investing approximately \$6.6 million in this project. This is a 10-year, 100% rebate, to a maximum total of \$515,000.
- The initial steps have been taken to enter into a development agreement/TIF rebate agreement with Musco Sports Lighting, LLC for expansion of their facilities, operations, and workforce in Muscatine. The developer plans to invest approximately \$7 million in this project and create 40-50 new high-quality jobs. The request is for a 10-year, 50% rebate, up to a maximum total of \$515,000.

The recently completed Housing Demand Study demonstrated a need for the new multi-residential housing project, the new housing development, and the conversion of a portion of the Hershey Building into downtown multi-residential units. Finance staff has assisted in projecting TIF proceeds and rebates based on cost estimates from developers.

- **Long-Term Landfill Financial Plan.** Finance staff continues to monitor the long-term plan established to eliminate the accumulated deficit in the Landfill fund. In the summer of 2010, the Finance Director participated in and prepared financial information for the Chamber Committee appointed to study and evaluate the landfill deficit of over \$2.5 million as of the end of the 2009/2010 fiscal year. Recommendations of the Committee were implemented in October of 2010 that were projected to assist in substantially reducing or eliminating this deficit over the upcoming years.

In 2010/2011 the Landfill deficit was reduced by \$412,000 to \$2,100,612. The deficit reduction for 2011/2012 was \$582,320 to \$1,518,292; in 2012/2013 the deficit was reduced by \$435,957 to \$1,082,335; in 2013/2014 it was further reduced by \$573,309 to \$509,026; and in 2014/2015 the deficit was eliminated and there was a positive balance of \$100,576 in the Landfill fund. The fund balance increased to \$635,191 at the end of the 2015/2016 fiscal year and further increased to \$993,064 at the end of 2016/2017. The next landfill cell was constructed in 2017/2018 at a cost of \$775,007. There were sufficient funds available to construct this cell without an interim loan or deficit balance. This was one of the goals of the long-term plan. The fund balance at the end of 2017/2018 was \$801,328 and it increased to \$1,305,972 at the end of 2018/2019. This balance is being accumulated to fund any DNR mandated costs that may be needed and to accumulate funds for the construction of the next landfill cell.

Landfill Fund Balance (Deficit) History



- OpenGov Implementation.** A City Council goal in recent years has been to increase public communication with a focus on increased transparency and ease of use for City Council, City staff, and the public. City Council approved the contract with OpenGov on April 20, 2017 and the project “Kickoff” was May 11, 2017. The financial data from the City’s financial software system can be integrated directly into the OpenGov software. The initial focus of the project was on financial information and Finance staff worked with OpenGov staff to upload the chart of accounts, actual financial information, classify information, and to set up reports. An overview of the system was presented to City Council at the July 13, 2017 In Depth meeting and the system went “live” via the City’s website as of that date. The system includes financial information for each fiscal year beginning in 2011/2012 and was recently updated with the actual 2018/2019 financial information. Four types of financial reports are available (1) Annual Financial Reports for Operating Funds (for both revenues and expenditures), (2) Monthly Financial Reports for Operating Funds, (3) Capital Projects Funds, and (4) Open Checkbook – multi-year beginning in FY 2014/2015. With each of these types of reports, users can “drill down” to get more detailed information.

A goal for the prior year was to enhance the financial information on OpenGov by adding metric information for departments. Department staff began developing this information; however, it was found that the OpenGov software did not allow metric information to be presented on a calendar year basis since the financial information is on a fiscal year basis. Many departments keep their metrics on a calendar year basis and that information is more appropriately shown by calendar year for several departments. The City requested OpenGov to enhance their software to accommodate calendar year metric information. OpenGov agreed to address this request in a future software update. The City’s Communications Manager and the Accounting Supervisor have been working as part of the “beta” group testing the software changes that will allow both calendar year and fiscal year metrics to be shown in OpenGov. OpenGov recently released this software update and Finance staff will be working with departments on their metrics after the final audit work is completed.

- FEMA – 2019 Flood.** The Finance Director is serving as the Primary Point of Contact with FEMA for the damages to City facilities from the spring 2019 flood (a record of 99 days the Mississippi River was above flood stage). A required FEMA Damage Inventory report was prepared which includes 33 items. The Finance Director is working with our FEMA representatives, department heads, and other staff, to provide the information needed for each of these items. Major items and damages include flood cleanup

(staff time, equipment, and supplies are included); removing debris from Mad Creek; Rip Rap replacement from the mouth of Mad Creek to the Harbor; Rip Rap replacement near the 5th Street bridge over Mad Creek; Pearl City Station damages/cleanup; Riverview Center damages/cleanup; damages to the Police Pistol Range; damages to the Courtesy Boat Dock, Transient Boat Dock, Long Dock, Gas Dock, etc.; electrical repairs for the lights near the Mississippi Harvest sculpture; concrete around the Riverfront Restrooms; fence replacement along the trail near Spillway Lane; and fence replacement from Cedar to Mad Creek.

The City has made several “Mitigation” requests for FEMA to consider which may lessen the impacts from future floods. These include structurally reinforcing the lower floor of Riverview Center, replacing the wood fence along Spillway Lane with a screened chain link fence, and moving the spud poles for the Transient Boat Dock. These projects will be evaluated by FEMA for their eligibility for FEMA Mitigation funding. The Police Range had up to 5 feet of water for an extended period of time resulting in mold and significant other damages. Since the City was required to carry flood insurance on this building, FEMA does not provide any Mitigation or other funding (except the flood insurance deductible). The City has contacted the State to see if any State funding assistance might be available to assist in constructing a new facility on higher ground on the MP&W property. This facility has been flooded multiple times in recent years and it will likely continue to be flooded if the Range remains at its current location.

FEMA requires three quotes (if possible) for all of the damages, maintenance records for each facility damaged, DNR forms for any work impacting waterways, and various other documentation. Finance staff will compile a full list of damages, costs approved for funding, and a summary report of the FEMA, State, and local costs for each project when this information is available. In general, FEMA funding is 75% of the cost of the damage repairs, with 10% State funding, and local funding of 15%.

- **To review and draft proposed updates to various City policies** including the Purchasing Manual, change order policy, and vacation/sick leave. Due to other projects, work on this objective has not yet begun.

FINANCE DEPARTMENT – IT DIVISION

- The Envisionware server for the library automation system at the Musser Public Library has been migrated to new hardware.
- Fully implemented the KnowBe4 system for end user anti-phishing, training, simulation and reporting. This system was wholly funded as part of the City’s cyber insurance policy.
- Hershey Manor, Clark House and the Juniper Street Construction office have been migrated to a fiber connection utilizing Muscatine Power and Water’s FTTH initiative.
- An additional exterior camera has been added to City Hall’s surveillance system. This camera overlooks the City Hall parking lot and portions of the west lawn.
- All of Musser Public Library’s online public access catalog (OPAC) computers have been transitioned to new hardware.
- The point-to-point wireless antennas that connect City Hall to the Public Safety Building have been replaced. The new system provides considerably higher full-duplex performance than the old system allowed.
- An IT consultant, Winsor Group, was hired after a rigorous RFP and interview process. To date the consultant has worked with IT staff through multiple projects and engineering tasks that will be put into service in the coming months.
 - The preliminary project with Winsor Group included an initial network discovery and deep

Nessus scan. The first scan identified numerous reportable issues including 53 that are considered critical. IT staff has been working through the reportable issues and many have already been resolved.

- With the Winsor Group's assistance, the switch upgrade project that was approved by City Council for funding in the current fiscal year has been finalized and the hardware is currently out for bid. A total of \$77,000 was included in the original budget for this capital project. Thanks to the consultation with Winsor Group we now expect this project to be approximately \$55,000. This project will also include some additional security that was not in the original design.
 - Winsor has provided staff with a final design for server virtualization. Thanks to the financial savings in the switch upgrade project and the IT staff being frugal with the Computer Equipment Replacement Fund, staff is planning to ask City Council for approval to proceed with this project near the end of the current calendar year. If we do not proceed with this project at that time, a server will need to be purchased to complete the phase out of the final server running a soon to be obsolete NOS.
 - Winsor Group has recommended that we enter an agreement for ConnectWise Automate and Control. This allows for full inventory of IT resources, updating operating systems and third party software, monitoring processes, etc. This is a tool that can assist in mitigating many of the reportable issues that were outlined in bullet point 1. If the City does proceed with this package, Winsor Group will provide 24 hour remote monitoring of the city network. This package also allows IT staff (or the Winsor Group) to remotely access city computer systems, with the end users' approval. Tools, applications, and scripts can be run in a remote sandbox that will protect the IT resources and the support staff can chat with the end user. IT staff's current plan is to request this as part of the FY2020/2021 budget request.
- The PubWorks software system has been implemented and is currently in use by multiple city departments for tracking preventative maintenance tasks, inventory, expenditures, as well as many other tasks. Some of the outlying facilities that have either small VPN bandwidths or high data latency have to run the application as a RemoteApp. This was also implemented by IT staff.
 - The Muscatine Art Center's website was redesigned and migrated to a new site hosted by Applied Art & Technology. Although IT staff did not assist with the design of the site, IT staff did contribute with reviewing the RFP responses and remapping DNS for connectivity to the new site.
 - New copiers have been purchased, installed and configured at both the Public Works Facility and the Water and Resource Recovery Facility.
 - An upgraded WatchGuard system, including body cameras, is currently being implemented for the Muscatine Police Department.

PUBLIC WORKS

Public Works Administration

- Oversaw management of multiple construction projects
- Utilized five-year plans for street and alley maintenance to conduct full-depth patching and alley resurfacing projects
- Implemented PubWorks asset management software for multiple divisions and departments
- Continued working with Project Management Team
- Lead efforts of the Traffic Committee
- Involved in planning for several future projects including, Grandview Avenue, West Side Trail, Carver Corner area, 2nd Street Streetscape, 2nd and Mulberry Roundabout, Park Avenue 4 to 3 Lane Conversion
- Revised and implemented flood plan and dealt with 3rd highest flood of record and longest lasting flood.
- Oversaw organizational leadership changes in the Collection & Drainage Division upon the retirement of the former supervisor.

Building & Grounds

- Implement Asset Management Software
 - Building & Grounds staff have inventoried and input data on several building assets and have purchased laptops to expedite the process.
- Get all insurance work completed
 - All roofs damaged from storms have been completed with the airport fuel building finished this fall. Art Center soffit repair still not completed
 - Still working with insurance company and Trane on Art Center chiller repair
- Get deferred maintenance projects completed
 - We have done garage door replacements at Public Works
 - We replaced Public Works office roofs
 - Concrete at Public Safety Fire Dept. back apron replaced
 - Outdoor lighting at the Art Center completed
 - Art Center indoor track lighting completed
 - Art Center parking area concrete in progress
 - Carpet in Police Dept. offices replaced
 - Tile in Fire Dept. day room replaced
 - Carpet and tile in Public Works sewer dept. replaced
 - Steel plates were installed inside council desks
- Identify and repair all Library issues
 - Sewer line was replaced and run to Mulberry Avenue
 - Caulk around windows was cut out and replaced stopping water leaks
 - Roof and skylight leaks have been fixed
 - Electric hand dryers were installed replacing paper towels
 - A P.O. has been issued to Hornbuckle to replace roof top unit and add power exhaust yet this year
 - Working with library staff to get security gates moved yet this year
 - Outside outlets in back parking lot fixed
- Maintain current certifications and continue finding training to save the city money
 - Building and grounds staff have maintained their current certifications
 - Stan O'Brien took a building maintenance management class bringing back several ideas to improve city staff and buildings
 - Michael Zollars became a certified facility locksmith
- Continue to work with Alliant Energy and Muscatine Power and Water to receive energy efficiency rebates
 - Working on rebates for PW office roof insulation and PW garage door seals
- Continue to work with other departments to maximize efficiencies and resources to get the most done for the City
 - Building & Grounds staff tested all parks backflow preventers
 - Worked with transit to clean buses and shelters during the United Way Day of Caring
 - Replaced several bus shelter windows and cleaned up glass
 - Purchased and deliver supplies to all buildings and departments
 - Worked with parks and street dept. on outdoor beautification projects
 - Worked with B & Z and Airport on maintenance items and outdoor beautification projects
 - Building and grounds staff have taken over snow removal of the bus shelters from parks dept.

- Continue working on landscaping and beautifying city building
 - We have removed 12 trees and stumps at various buildings and grounds locations
 - We landscaped fabric and rocked around City Hall statue
 - We landscaped fabric and rocked P.S.B. 5th street planter
 - P.S.B. outside metal scraped, primed, and painted
 - South Fire outside metal scraped, primed and painted
 - Art Center metal scraped, primed and painted
 - Maintained already upgraded planter beds
- Oversee and managed maintenance contracts, city general contractor, insurance work, deferred maintenance projects, Bi State purchasing, warranty repairs, preventive maintenance and all other maintenance issues.
- Completed multiple projects in house including: washed windows at City Hall and new library, cut out and caulked windows in new library, landscaped around statue at City Hall and P.S.B. 5th street planter. Put offices together from new library, old library, furniture put into 4 offices. Installed lights on porch at Art Center. Continued in-house turf fertilization and weed control application. Renovated bathroom at former IDOT building. Replaced furnace in Morgan building. Upgraded, replaced lower lot lighting. Cut, replaced, weld, paint, Art Center fence. Sewer line repair at City Hall. Electric repair at City Hall, Bio cell electric work. These are just a few of the items we have done in house this year.

Roadway Maintenance

- Awarded bid and will oversee construction of asphalt overlay of six alleys
- Used crack sealing machine to seal Cedar Street roundabout
- Hired two new full-time staff to replace retired workers
- Oversaw concrete and asphalt grinding program which produced 8,500 tons of modified subbase (concrete) and 4,500 tons of ground asphalt
- Continue to meet city-wide goals by improving organizational effectiveness and enhancing interdepartmental cooperation:
 - Continue working with MAGIC to utilize pavement management data to create a pavement prioritization matrix to improve street maintenance activities
 - Worked with Muscatine Power & Water to continue to clean and paint light poles from gray to black for the Central Business District.
 - Continued to provide support to the parking enforcement division by repairing, installing, and replacing parking meters, parking signage and parking stall painting
 - Worked with the Fire Department to deliver the burn cell and barricades to the Public Safety Building for their open house.
 - Worked with Parks and Recreation to sweep and haul mud from the riverfront
 - Continue meeting with the Traffic Committee to provide input and install solutions decided upon by the committee
 - Worked with the Vehicle Maintenance Department to assist with welding and painting vehicles
 - Provided labor and equipment to fight third highest river flood in city history.

Traffic Control

- Continue to meet long-term goals of increasing community awareness and engagement
- To date 294 street name signs have been replaced.
- Continue to update GIS layers to include culverts cleaned, sign replacements, sign repairs, street painting and street cleaning

Snow & Ice Control

- Continue to meet city-wide goals of technology in the field to drive efficiencies:
 - Using GPS tracking equipment public works can identify the location of plows and relay information to supervisory staff.
 - Tracking enhances snow plowing efforts by providing information to respond to citizen calls and route status updates.
 - Truck mounted wing plows have allowed us to clean emergency routes faster, handle snow drifts easier, and get onto side streets sooner.
- Continue to meet city-wide goals by improving organizational effectiveness and enhancing interdepartmental cooperation
 - Continue working with the Police Department for enforcement of ordinances for parking during snow removal.
 - Continue to meet with staff, the police department and school system to go over winter operations and planning for snow removal events.
- Took delivery, hauled and stockpiled three barge loads of salt for snow and ice control operations.

Street Cleaning

- Continue to meet the continuous service improvement goal of incorporating environmental integrity by sweeping all city streets twice this year with a third sweeping currently under way. We continue to learn to be more efficient with the Elgin mechanical sweeper.
- Sweeping debris is taken to the Public Works lower lot to dewater and is then hauled to the landfill for disposal. We currently have about 450 tons of material to be landfilled.
- Leaf pickup begins the third week of October and will continue as long as weather permits.

Transit

- Continue to meet the continuous service improvement goal of incorporating community sustainability principles of economic prosperity, environmental integrity and cultural vibrancy:
 - Safely operated four routes and Paratransit service within our parameters (City of Muscatine) driving 273,363 miles.
 - Provided 149,140 rides for Route and Paratransit passengers.
 - Provided over 2,900 free Route rides to students in grades k-12 during summer months when school is not in session.
 - Provided free Route rides to the middle school BIZ town program to increase knowledge of our Route system to future riders.
 - Worked with the Parks and Recreation Department to provide rides for an event.
 - Passed FTA Drug and Alcohol Audit.
- Met the long-term goal of positioning the City to address potential shortfalls in revenue due to state and federal mandates:
 - Secured replacement funding through Federal grants to replace aging buses.
- Continue service improvement and Increase Community Awareness & Engagement
 - Our Transit Route system has been added to Google Maps and we continue work to link this to our website.
 - Utilize LEAN principles to determine most effective route reconfiguration due to construction on the West Hill Sewer Separation Project with the closing of a portion of 8th Street and Houser Street. Our routes and Paratransit service have been affected by construction during 2018-2019.
 - Updated our cell phones for the evening drivers so they operate consistently.
 - Provide information to the community through our new Facebook Page.

Engineering

- Continue to meet city-wide goals by improving organizational effectiveness and enhancing interdepartmental cooperation:
 - Continued meeting with levee steering committee for the Mississippi Levee.
 - Assisted street department in multiple projects, from trail construction to sidewalk compliance inspections.
 - Provided construction management of the West Hill Sewer Separation project, Phase 4B.
 - Participated in all the site review meetings for new developments in the City and two-mile area in the County.
 - Liaison with Corps of Engineers on permits and levee inspections.
 - Liaison with Canadian Pacific Railroad for permits needed by Public Works or other city departments.
 - Member of Traffic Committee.
 - Point of contact and review for consultant on final design of Grandview Ave.
 - Completed Westside Trail Construction Documents and began construction management.
 - Continued the PCC patching contract with the Street Department.
 - Assisted with design, bidding and construction engineering services for MARRVE.
 - Coordinated with Community Development on the permitting process with respect to permits within the right of way including review of permit applications and inspection of open permits.
 - Assisted with the design and construction management of the City Hall Parking Lot Biocell.
 - Began reviewing SUDAS Specifications for adoption by the City.
 - Served as City lead for the design of the Park Avenue 4-3 Lane Conversion Project which includes coordination with DOT and MP&W and has 5 different funding sources including 4 State Grants.
 - Assisted WRRF with Nutrient Reduction Study kick-off.
 - Spearheaded Sanitary Sewer Study for Grandview and Highway 61 Drainage Area.
 - Provided Construction Observation for private developments (Arbor Commons and Oak Park) installing public infrastructure.
 - Served as City Lead for the 2nd Street Streetscape Project Design.
 - Provided Construction Management Services for the beginning of construction of the 2nd and Mulberry Roundabout.

Vehicle Maintenance

- Continue to meet city-wide goals of technology in the field to drive efficiencies:
 - Utilizing Verizon GPS vehicle tracking devices and software 42 vehicles have devices installed and 16 users have access to the software to track vehicles.
 - Implemented Pubworks asset management software in May of 2019 and use it to create daily work orders and generate a database of inventory and maintenance records.
 - Implemented Fuelmaster fuel management system at the same time as Pubworks. This system replaces the legacy system previously used and has increased efficiency in reporting fuel usage and interdepartmental billing.
 - Acquired updated diagnostic and repair equipment to keep up with changing vehicle technology. This past year we were able to acquire a scan tool for automotive equipment, a large truck scan tool, and a new air conditioning machine that will allow us to capture coolant and reuse it in newer vehicles.
- Continue to meet city-wide goals by improving organizational effectiveness and enhancing interdepartmental cooperation:
 - Vehicle Maintenance maintains approximately 293 of the 488 pieces of equipment owned by the city.
 - Each year Vehicle Maintenance completes roughly 1,800 work orders on vehicles and equipment.

- Held the 16th Public Surplus Auction which eliminates no longer needed items from inventory and returns revenue to those departments.
 - Completed a thorough inventory and check list of viable parts for our fleet and disposed of unneeded items via the Public Surplus Auction.
- New fuel tank filling overflow containment devices were installed this past spring. These were installed because the previous ones had failed an inspection conducted by our insurance carrier.

Collection and Drainage

- Continue to meet city-wide goals by improving organizational effectiveness and enhancing interdepartmental cooperation:
 - Continue to provide ongoing investigative (dye testing, CCTV, etc.) and technical support on the West Hill Sewer Separation Project, Second Street Streetscape and Park Ave. reconstruction project.
 - Used our combination sewer cleaning machine (jet/vac) to assist other departments/divisions in cleaning lift stations, wet wells, wash bay pits, culvert pipes, etc.
 - Worked with engineers in planning for new sewer construction during the Grandview Ave. Reconstruction Project.
- Continue to meet city-wide goals of technology in the field to drive efficiencies:
 - Upgraded sewer utility locates to an all mobile system in conjunction with Iowa One Call's requirement to eliminate faxes.
- Worked with Street Division and Wastewater during record long spring flood event.
- Provided information on infrastructure condition in areas of full depth PCC patching projects for Engineering.
- Started cleaning of sanitary sewer in this year's maintenance program (Zone 5).
- Responded to citizen requests for service.
- Responded to sewer utility locate requests (during and after hours).
- Monthly equipment maintenance and repairs.

Refuse Collection

- Continue to meet city-wide goals of technology in the field to drive efficiencies and the goal of maintaining a safe work environment for all Solid Waste employees by using automated trucks for refuse collection.
 - Automated collection greatly reduces the risk of injury to our employees.
 - With automated collections being a fairly new process, staff continues to educate citizens on the proper use of containers and ways to improve efficiencies in the daily routes.
- Continue to meet long-term goals by partnering with local organization to combine services or cooperate where feasible and appropriate:
 - Contracting with Republic Services to provide curbside recycling for the City of Muscatine residents.
 - In FY 18/19, Republic collected 1,634.49 tons of recycling for the City of Muscatine.
- Continue to meet city-wide goals by improving organizational effectiveness and enhancing interdepartmental cooperation:
 - With the help of Street Division equipment and employees, complete a large portion of transforming the Brush and Yard Waste Facility to a more user friendly facility and a facility that will better utilize materials brought in. The facility is now changing to a free for residents and fee for non-residents gate charge.
 - Work with Fleet Management to identify ways to reduce vehicle repairs and extend the replacement of vehicles.
 - Work with WPCP on solutions to the amount of liquids received in commercial refuse containers.

- With the help of Street and Collection and Drainage staff and equipment, provide spring cleanup service to residents. This included trash, electronics and tires that normally would cost an additional fee to dispose of. This year's spring cleanup time was reduced from two weeks to one.
- Continue to meet the continuous service improvement goal of incorporating community sustainability principles of environmental integrity and cultural vibrancy:
 - Public Education continues to be a goal for each division of Solid Waste. Refuse is involved in downtown beautification and elimination of nuisance violations.
 - Refuse was also involved in providing services for all public activities, this includes events such as the College Soccer Kickoff, HON Industries employee picnic and the Almost Friday Fests.

Transfer Station

- The Transfer Station is the collection site for refuse. In FY 18/19, the amount of waste processed was 46,447 tons.
- Continue to meet the continuous service improvement goal of incorporating community sustainability principles of environmental integrity by operating a Compost Site to offer residents disposal service for brush and logs as well as grass clippings, leaves, and plants grown in residential spaces. Grass, leaves and plant material are composted with screened material offered at no charge. Brush and logs are ground annually.
- The High Strength Waste Receiving Facility is now under construction on the recycling side of the Transfer Station. This will occupy the space where Republic Services rented since the Transfer Station was constructed in 1995 and no longer wished to continue their lease agreement due to the decline in the recycling markets.
- A new scale was budgeted for and constructed replacing the original 1995 scale. This scale is used an average of 300 times a day.

Landfill Operations

- Continue to meet long-term goals by partnering with local organizations to combine services or cooperate where feasible and appropriate:
 - The Muscatine County Solid Waste Management Agency is responsible for the disposal of solid waste in Muscatine County.
 - This agency contracts with the City of Muscatine to operate the landfill. The City is responsible for all costs incurred in the operation of the landfill, the maintenance of the road, the cost of purchasing the landfill and engineering fees.
 - During FY18/19, 46,447 tons of waste was disposed of at the Muscatine County Landfill.
- Put into operation an aeration fountain in the leachate storage lagoon to meet compliance recommendations from the DNR.
- Continue filling new cell #5 that was constructed during the fall of 2017.
- Install two bracketing wells to provide ground water sampling points.
- Staff continues to work closely with Barker Lemar providing data as needed for completion of the Master Plan.
- Staff continue to work under the guidance of Barker Lemar to maintain compliance with Iowa DNR regarding a ground water remediation plan. Filling and grading of low areas in Ravines five and six will lower the amount of leachate generated, lowering costs of hauling and treating.
- Automated leachate pumping controls budgeted to be installed in the current FY will help ensure leachate overflows do not occur.
- Barker Lemar also works closely with City staff and the Landfill Operator to assure maximum utilization of existing cells.

HOUSING

Public Housing

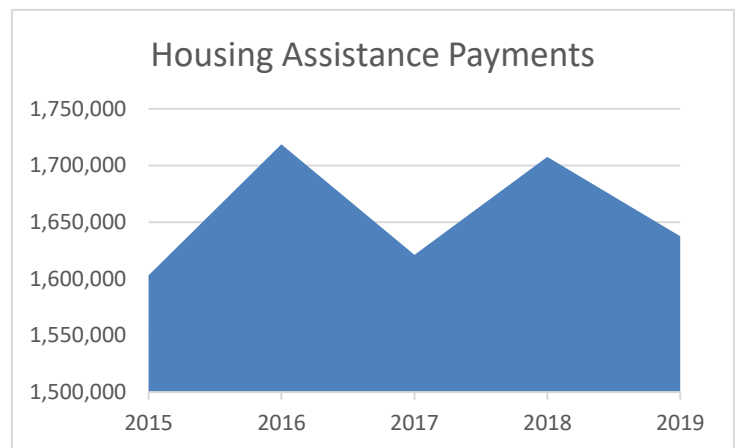
- Provided 180 families with affordable rental housing.
- Maintained a 98.5% occupancy rate overall, 98.4% at Clark House and 98.6% at Sunset Park.
- On-time rent collection at 99% at Clark House and 98% at Sunset Park.
- Provided more than 100 hours of supportive services to clients to assist with managing non-housing, personal issues.
- Assisted members of two households obtain employment after years with no earned income in the family.
- Rehabilitated 30 units due to turnover, 21 at Clark House and 9 at Sunset Park.
- Addressed 640 tenant reported issues in an average of 1.4 days.

Hershey Manor Management

- Maintained a 98.3% occupancy rate for the project.
- Rehabilitated 10 units through turnover.
- Addressed 284 tenant reported issues within 1.4 days.
- Passed Management and Occupancy Review by IFA with no notes or findings.

Section 8 Housing Choice Voucher Program

- Paid an average of \$136,457 per month to assist an average of 330 families rent privately owned housing units.
- Made \$1,637,484 in Housing Assistance Payments .
- Referred 154 families to MCSA for supportive services related to obtaining or maintaining housing with a 71% success rate.
- Admitted 50 new families to the program.
- Identified and investigated 7 cases of violations of family obligation that resulted in termination and recoupment of \$57,697. The Department is working with Finance to recover these funds through the off-set program and collections.

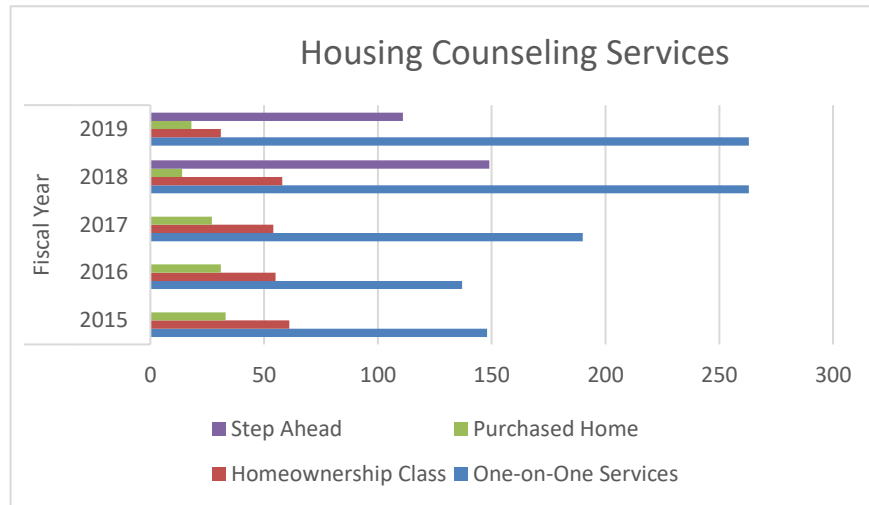


Family Self-Sufficiency

- Maintained program enrollment at 28 participants.
- 4 participants enrolled in continuing education programs.
- Deposited an average of \$1,954 into qualified, client escrow accounts monthly.
- Working with AIM and other community agencies on programs to improve client skills and employability.

Housing Counseling Program

- Conducted six First-Time Homebuyer Education Classes.
- 31 families received Certificates of Completion of Homebuyer Education Course.
- 18 families became first-time homebuyers
- 125 families received Certificates of Completion for the “Step Ahead” class.
- 263 Total families were served including individual counseling sessions to address credit awareness and repair, money management, loan qualification and foreclosure counseling and class participation.



Sunset Park Enrichment Programs

- The Muscatine Municipal Housing Agency no longer provides the Sunset Park Afterschool Program directly. In FY18, MMHA partnered with Flickinger for program operations at the property. In FY19 there were 12 children enrolled in the Program with an average daily attendance of 7 over the 128 days of operation.
- MMHA continues to operate the Summer Enrichment Program for youth living at Sunset Park.
- There were 18 children registered for the 2019 Summer Enrichment Program.
- Participants in the Enrichment Program were served 627 free lunches and 650 snacks .
- Participants were provided the opportunity to participate in 18 off-site activities, from swimming, bowling and the movies to activities at Musser Public Library, and the Muscatine Art Center .
- Resident children remained on-site for 12 days of programming that engaged them in physical activity, including Zumba, tie-dye painting, and obstacle course races as well as learning opportunities including reading, healthy eating, personal safety and a variety of crafts.
- The PILOT Club supported enrichment activities with a \$200 donation.
- Grants were secured from the United Way, Community Foundation and CCPC for \$5,250 for operation of the Enrichment Program.

COMMUNITY DEVELOPMENT

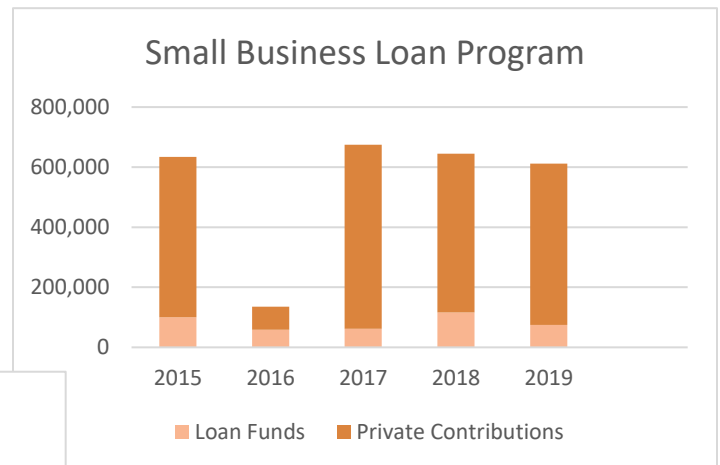
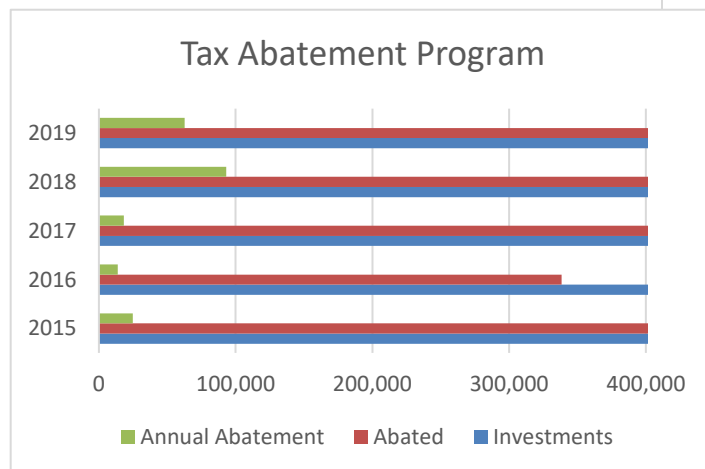
Community Development

- Created new Capital Improvement Plan adopted by Council.
- Sold 9 surplus properties.
- Conveyed 2 surplus properties to local non-profits (Habitat for Humanity and Rebuilding Together) for the construction of single-family homes.
- Work with developer to facilitate the first new, single-family residential subdivision in more than a decade, Arbor Commons.
- Supported work to address needs identified in the Housing Demand Study through TIF investment in Oak Park, Arbor Commons and the Hershey Building.
- Transferred ownership of 500 Mulberry for rehabilitation.
- Working with Parks and Recreation designed and constructed dog park as part of CAT Grant .
- Westside trail construction contracted.
- Reviewed the hard surfacing ordinance, creating an alternate draft for consideration, though it was ultimately not adopted.

- Designed trail wayfinding signage, including 36 unique maps to be installed along the trail system, thanks to a donation from the Rotary Club.
- Secured an extension to the CAT grant to facilitate the completion of the trail and Muscatine County's Deep Lakes cabins projects.
- Participation in programs related to the upcoming 2020 Census, such as the Local Update of Census Addresses, and New Construction program, both which will lead to a more complete count of the population of Muscatine.

Economic Development

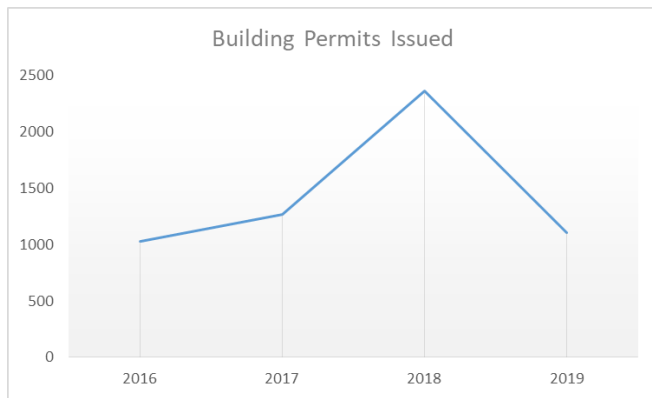
- Two Census Tracts designated as Federal Opportunity Zones .
- Supported downtown development by submitting a catalyst grant for the property at 2nd and Pine.
- Released Carver Corner Request for Proposals.
- Supported 3 residential TIF districts, as identified above, with \$1,747,445 of Investments .



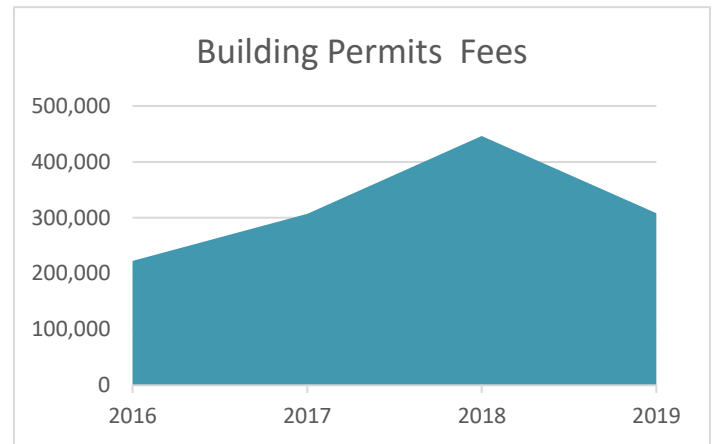
- Small Business Forgivable Loan Program awarded \$74,562 to 3 new or expanding businesses that contributed \$537,167 in private investment.
- The Tax Abatement Program resulted in providing 20 properties with \$62,763 in reduced taxes on \$1,622,580 in increased assess value.

Building Services

- Building Inspections – 1,890
- Building Permits – 1,105
- Certificates of Occupancy – 34
- Building Permit Fees - \$308,175
- Worked with MCSD to identify an economically feasible method to comply with building code requirements for a storm shelter as a result of the STEM addition

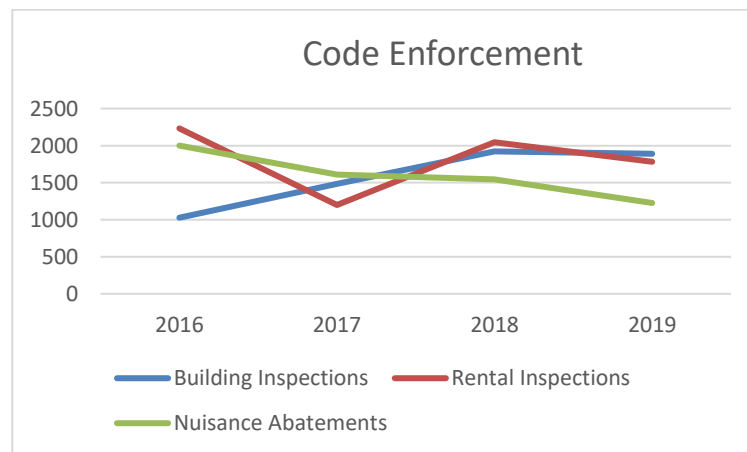


Decline from 2018-2019 was due to the large amount of permits issued in 2018 storm damage to roofs



Code Enforcement

- Rental Housing Inspections – 1,780.
- Nuisance Abatements – 1,226.
- Rental Unit Registrations – 975.
- Rental Registration Fees - \$59,077.
- CSOs attended a State Nuisance Conference in Coralville.



Municipal Airport

- Secured amendments to extend IDOT grants to pursue construction of eligible improvements.
- Issued RFP for the construction of hangars within IDOT approved extension and available local resources.

Historic Preservation

- Fair Oaks District nomination was submitted for consideration by the state for placement on the National Historic Register.

WATER RESOURCE AND RECOVERY FACILITY –(WRRE)

Operations/Maintenance

- 2.41 billion gallons of water were recovered, treated and returned to the watershed. This is an increase of 1.14 billion gallons likely due to the Papoose force main being down for an extended period of time the previous year. This is more in line with an average 2.0 billion gallons treated annually.
- 1,228,684 gallons of high strength waste were recovered from regional restaurants, food service establishments and industries. This is an increase of 364,519 over 2017.
- 380 deliveries of high strength waste including FOG (fats, oils & grease) were recovered, 78 more than 2017.
- 22.2 million SCFM (standard cubic feet per minute) of renewable biogas was recovered from the anaerobic digesters, a decrease of 1.5 million SCFM over 2017. The biogas meter was out of commission for repairs April and May of that year so there was no way to record production. The meter was calibrated and the span increased to ensure accuracy going forward.
- 14 industrial inspections were performed on 14 permitted industries. One new permitted industry has been added for 2018.
- Assisted in the installation of new ADA sidewalk to the lab. Landscaping of native plants along the walkway was completed in summer 2019.
- Overhauled #4 blower after catastrophic bearing failure.
- Assisted in installation of new Make-up Air Unit (MAU) for 2nd floor of grit screen building.
- Plant maintenance personnel were used at lift stations during multiple Papoose Lift Station pump repairs.
- Installed new LED exterior lighting on admin/control building.
- Overhauled the biosolids lagoon/loadout pump.
- Built and installed a new float tree for plant drainage pumps. Installation of the control system brought this into the SCADA controls for the first time.
- New roof installed on DAF building, maintenance building and admin/control building.

Lift Stations

- Completed the odor control pilot to eliminate sulfides at Stewart Road Lift Station. The result was not conclusive enough to proceed with a purchase of the equipment.
- Planted trees and native plants at the Houser Lift Station.
- Worked on native plants at several lift stations.
- Helped maintain Sycamore Street and Mulberry biocells.
- Rebuilt all three pumps at the Papoose Lift Station.
- Participated in the plant on call schedule.
- Removed sand from Papoose Lift station.
- Mowed grass and performed landscaping duties.
- Performed snow removal.
- Performed preventative and corrective maintenance.
- Continued to receive CEU's in order to keep Backflow Prevention License and Operator Licenses.
- Helped biosolids, operations, and plant maintenance when needed.

Biosolids

- Applied 3,600,000 gallons of biosolids to 311 acres of land. Season was cut short due to weather.
- Cut and removed trees and brush from the Pollinator Park.
- Planted and maintained pollinator plots at the Pollinator Park, the Transfer Station, Sampson Lift Station, Biosolids lagoons, Mulberry Storm Basin, Sycamore Alley Storm Basin, multiple lift stations, Biosolids lagoons, WRRF, and the Biocell in the City parking lot.
- Mowed the Muscatine Airport 3 times mowing over 300 acres each time.
- Assisted Maintenance, Operations, and lift stations with achieving their accomplishments due to fewer staff.

Laboratory

Laboratory Certification:

- The lab has received certified for Clean Water Act (CWA) testing for wastewater and surface water. The plant became certified for Safe Drinking Water (SDW) for Coliforms, Nitrates/Nitrites and Fluoride. The laboratory has also determined method detection levels using the new EPA Method Update Rule requirements.

NPDES Testing for Plant Permit:

- The laboratory is certified for all wet chemistry tests for the new NPDES Permit. The laboratory staff has worked with the engineering firms to provide data.

Staffing:

- The lab operates with two full time lab staff and one half-time technician working about 27 hours per week, along with the Chemist/Lab Supervisor. The part time position has been vacated twice this year and two new technicians have been hired and initiated with training.

NPDES Testing and Various Customers:

- The laboratory continues to perform NPDES testing services for: Monsanto, The Village of Grandview, the Village of Conesville, Letts and Montpelier. The laboratory has also tested samples for the Muscatine County residents with Sand Filter Septic Discharge Samples, which require General 4 EPA NPDES Permit testing.

Drinking Water Testing:

- The Muscatine WRRF Laboratory is providing testing with Muscatine County to test for drinking water for Muscatine County residents for the Grants to Counties Drinking Water program testing Nitrates/Nitrites and Total Coliforms for private wells. The test is provided free to the resident once per year.
- The lab has also provided testing for Public Water Systems. The lab has tested more than 190 samples in 2018 and more than 170 samples through September 2019. Lab staff is capable of reporting directly to the Iowa Department of Natural Resources for public water customers, as required by all drinking water certified laboratories.
- The laboratory also provides the service of testing Total coliforms for public pools at Muscatine High School, Parks and Recreation, Wilton pool, hotel pools, fountains and spas for Coliform and Pseudomonas testing.

Pretreatment Program:

- The Laboratory has provided analytical services for industries in Muscatine as needed for their pretreatment permits. Lab staff is working with Pretreatment to assist in quarterly sampling. The laboratory/pretreatment are contracted to perform all of the sampling activities for HON and Allsteel sampling locations. The chemist attended and presented at the IAWEA Annual Conference.

Hauled Waste Program:

- The chemist is working with the hauler permitting and annual permits for the Pretreatment Program. The chemist also monitors and requests testing for hauled waste that is brought into the plant. Chemist is responsible for permitting hauled waste according to the EPA hauled waste guidelines and city code.

Biosolids Program:

- The laboratory is performing the nutrient and metals analysis testing this year for the Biosolids Program. The chemist is assisting in the new online reporting requirements for the EPA Biosolids program.

Performance Evaluation Sampling:

- The lab has analyzed a number of Performance Evaluation (PE) and DMRQA (Discharge Monitoring Report-Quality Assurance) samples which is required testing for NPDES (National Pollutant Discharge Elimination System) Permits. All analysis passed criteria.

Spending and Budgeting:

- The laboratory looks for ways to reduce the lab and testing costs, with increasing testing demands for plant NPDES Permit. The laboratory is still working on purchasing items as inexpensively as possible.

Safety:

- Laboratory staff perform monthly safety training on various subjects and review of Safety Data Sheets for various chemicals in the laboratory.
- The laboratory staff perform a quarterly review of the laboratory equipment and procedures. An annual review of the Chemical Hygiene Plan is also performed as required.
- The Chemist designed an Access database for the chemical inventory. The program will provide the lab the ability to track the Safety Data Sheet annual review required by OSHA.

Stormwater

- Continued filling in plants and performed on-going maintenance of the Sycamore Alley Biocell and Mulberry Native Habitat Basin.
- Did plant selection design for new City Hall Biocell project. Planting event occurred on October 2nd, 2019, with volunteers from United Way Day of Caring and the Muscatine Pollinator Project as well as City staff.
- Worked with local volunteer group Muscatine Pollinator Project to remove trees and noxious weeds at the Pollinator Park.
- Started a wetlands study for the two areas at the PP for stormwater run-off diversion.
- Began a study for nutrient reduction from urban runoff and reduced local flooding from watershed projects.
- Began a study for flooding issues in the Iowa Field area.

Administration

- Began construction of the High Strength Waste Receiving (HSW) Project.
- Re-bid the HSW Project three times to bring the project in under budget.
- Met with corporate representatives from six different industries in the region interested in contracting with the City for solid food waste depackaging and beneficial reuse. Talks are on-going and will be worked out over the course of 2020 when staging and capacity logistics are worked out.
- Took over as Past President of the Iowa Water Environment Association (IAWEA), state wastewater professionals' group of engineers, operators, vendors and educators.
- Worked with Public Works to initiate PubWorks program.

POLICE DEPARTMENT

- The department came in under budget, making that nine years in a row.
- The Special Response Team added Cedar County to be part of our multi-jurisdictional special response team called MSORT (Muscatine Special Operations Response Team). The team now consists of Muscatine, Cedar and Louisa Counties.
- Secured outside funding to help offset costs to purchase a Ballistic Armored Tactical Transport (BATT) APX vehicle for high-risk situations for MSORT.
- MSORT sent two officers to Explosive Breaching.
- The Chaplain program continues to be a vital part of our “team” here at the PD, participating in Shop with a Cop, Coffee with a Cop, Police memorial week ceremonies and ride along with the officers. They have been invaluable when it comes to death notifications and any other type of calls where support is needed.
- The department hosted our own booth at the Holiday Stroll where we gave away hot chocolate. We collaborated with Menards to give away 100 pairs of hats and gloves for the kids at the event. The Special Response Team took sole responsibility for working the event and providing security for the crowd. Members of the SRT also assisted at the booth.
- The Captain of Patrol attended and successfully completed the FBI National Academy in Quantico, VA. The FBI NA is a nationally recognized executive level training program. The process for acceptance is extremely competitive. The Captain is the 5th officer from this department to complete this training program.
- The School Resource Officers and Street Crimes Unit continues to operate and play a vital role in our schools as well as the city in keeping everyone safe in the community. The SRO’s participated in National Night Out and Family Night at the YMCA as well as attending numerous school events throughout the school year.
- The department promotes community-policing efforts with park and walks, bike patrol, attending community events, attending neighborhood group meetings and just being visible to the public. With an increased emphasis in getting officers out of squad cars and walking the streets, schools and businesses, we have been successfully promoting not only community policing but also the basic tenants of the Blue Zone Worksite designation.
- The department continues to work with different housing divisions throughout the city with an officer assigned to them. This has fostered many positive interactions within these housing additions.
- Juvenile Diversion Program collaborating with other law enforcement agencies, juvenile probation and the court system to deter future criminal juvenile behavior.
- Hosted our first annual Junior Police Academy with the help of MCC.
- Shop with a Cop. (27th Year)
- Coordinated with Bark Chiropractic two-day event raising \$15,000 for Shop with a Cop .
- Battle of the badge’s softball game was scheduled but canceled due to weather.
- Special Olympics basketball game.
- Dunkin Donuts rooftop Special Olympics.
- Coffee with a Cop.
- Collaborated with YMCA for hero’s event during the summer reading to kids for 10 weeks.
- Trunk or Treat events during Halloween handing out candy .
- Public Safety Open house.

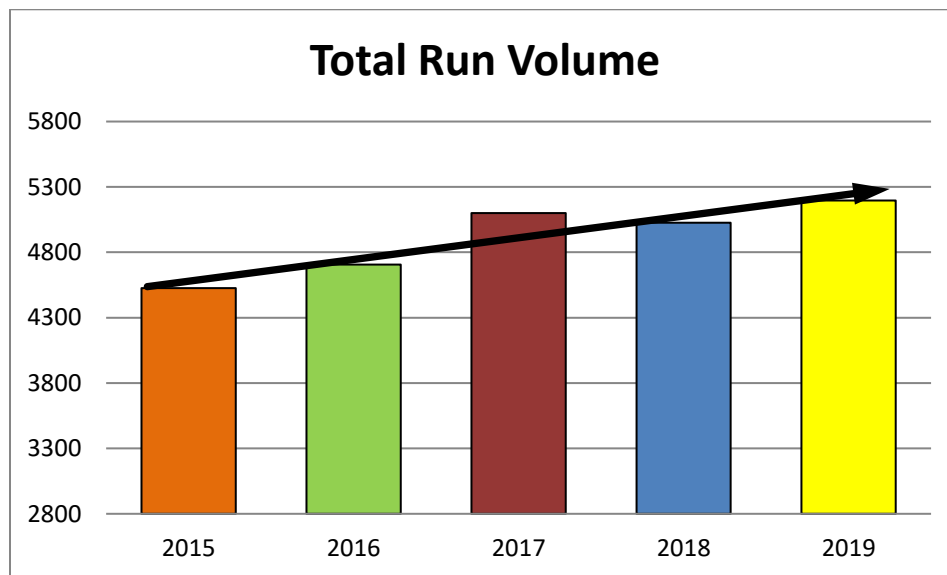
- Afternoon shift Lieutenant attends meetings with the South End Neighbors Safe Streets meetings held every third Monday at the South End Fire Department.
- A progressive re-adjustment was implemented in the roles and duties of Lieutenants and Sergeants. Responsibility for inner-department training programs are being moved to a lower level to help develop leadership skills .
- Lieutenants became responsible for developing and organizing programs such as recruitment and informational videos, the department's first Junior Police Academy, participation in the Girl Scout Jamboree, and job shadow visits from Muscatine High and Middle school students.
- Patrol continued its involvement in several community policing programs and built on pre-established programs. As the department nears the end of 2019, a re-assessment of all programs will take place.
- Investigators managed to solve a difficult hit-and-run fatality accident investigation that occurred within the city.
- We provided active shooter and self-defense training for the public on multiple occasions for several different organizations and companies. We have had great feedback from these programs and we intend to see what other types of programs we can come up with to try and create positive interaction with the citizens of Muscatine and Fruitland.
- The department maintains its own Facebook page to push out information. We will continue to look for new ways to incorporate our ideas through social media.
- Maintained bullet proof vest grant funding – The department was able to secure grant funding this past fiscal year to reimburse up to 50% of the cost of body armor for the officers with outdated body armor.
- The department recently purchased body worn cameras for officers to wear while on patrol and special events. This has been a goal for the police department to be able to have the up to date technology with our camera system.
- 2019/2020 Justice Assistance Grant (JAG) – The department just found out we have been awarded \$18,879.00 as part of the JAG Direct Award. Twenty percent to the Muscatine County Drug Task Force for personnel expenses and \$7,551.60 to the Sheriff's Office. Both were requirements of the grant program. The department retained an equal share equating to \$7,551.60. This year's JAG was an increase of 8% over last year. This was inconsistent with the recent funding history of this grant.
- The department, along with the other partners in the Muscatine County Drug Task Force, were successful in applying for and being awarded funding through the State of Iowa Office of Drug Control Policy's (ODCP) Byrne Justice Assistance Grant to maintain personnel and operations for another fiscal year.
- The Major Crimes Unit has worked hard to keep their clearance rates higher than the national average. They continue to work closely with state and federal agencies in multi-agency investigations and prosecutions.
- This year was a busy year regarding CALEA accreditation. The agency had our 4th remote file review and also had our formal on-site assessment by a team of CALEA assessors. Both assessments were completed successfully. The CALEA commissioners schedule us for a formal review in November where we should receive our sixth reaccreditation.
- The Major Crimes Unit goal is to deter crime, whether it involves the violent crime such as sexual assault/abuse that the MCU focuses on or the drug crimes, which the MCDTF focuses on. The MCU will continue to strive for advanced training in area homicide investigation, sex abuse investigation and cyber-terrorism preparedness. The MCU will continue to have a primary focus on victim orientated offenses (homicide, sexual assault, child pornography) with property offenses

(burglary, theft, criminal mischief) as a secondary priority. We will continue to use social media to involve the public to help us develop leads in serious crimes. The unit also assisted patrol by working patrol shifts to help with manpower during the personnel shortage we are experiencing.

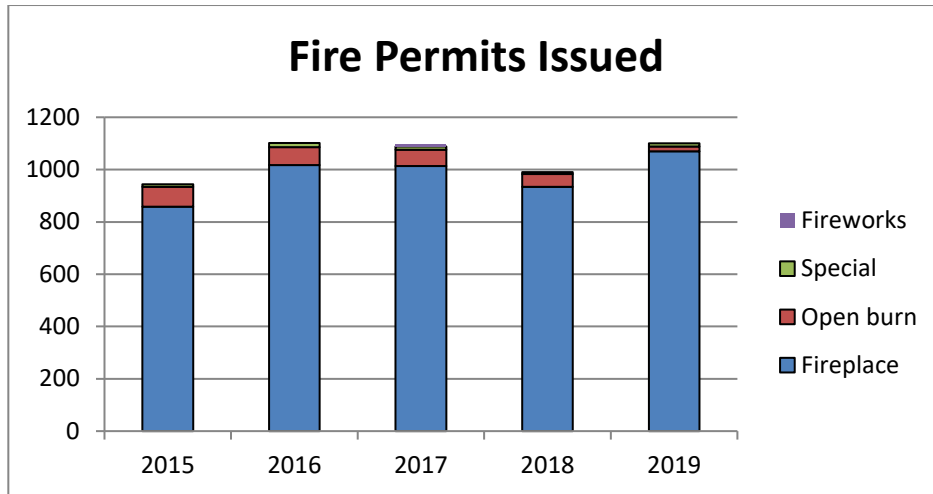
- The department continues to have officers out in the public doing “park & walks” during their tour of duty. Officers are encouraged to get out of their squad car for at least a half hour to build relationships and foster community relations with the public while walking their assigned area. We like them to get out into the schools as well to attempt to establish relations with the students and staff.
- The department has made every effort to be a part of community events and promote a positive image of the PD and the city as a whole. We have assigned our bike patrol officer to events such as the Melon City Criterium, 4th of July, and other events throughout the community. All of these events help create and maintain positive relationships with the community we serve.

FIRE DEPARTMENT

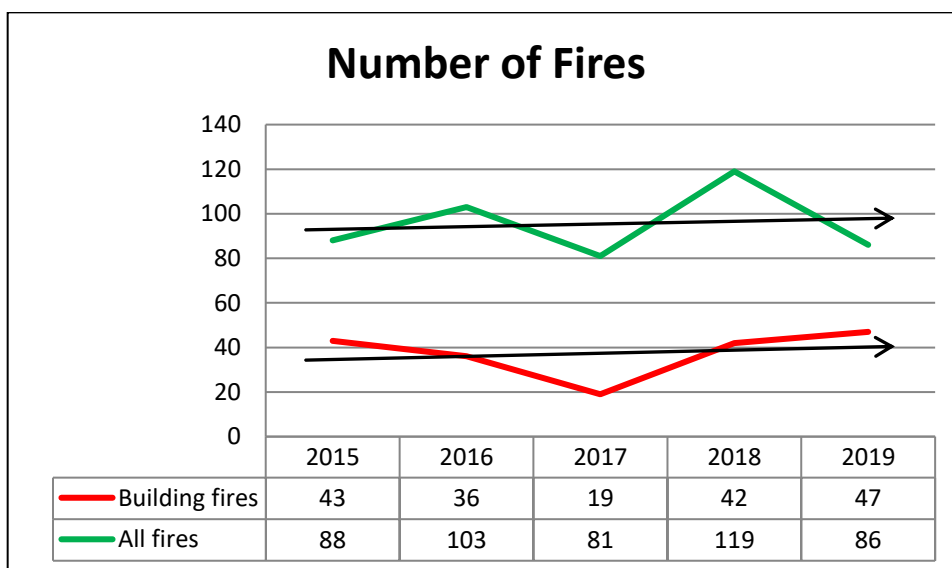
- Saw an increase in run volume of 3.4% over 2018 and 14.8% over the 2015 volume.



- Saw a 11.9% increase in building fires and 27.7% decrease in all fires as compared to 2018; and an increase of 9.3% but decrease of 2.2% respectively in comparison to 2015.
- Issued 9 fireworks sales permits, collecting \$1,800 in permitting fees and \$900 in State reimbursement.
- Fire permits issued increased by 11.1% from 2017 and 16.5% from 2015.
- Continued social media outreach using Facebook and Twitter, which have reached more than 472,000 people in the last year (48.4% increase over 2018), has ‘engaged’ about 290 people per day on average; and the page presently has about 4,550 ‘likes’. (24.3% increase) (*Marketing*)
- Updated and upgraded various equipment to provide better service, improve efficiency, and responder safety. (*Continuous Service Improvement*)

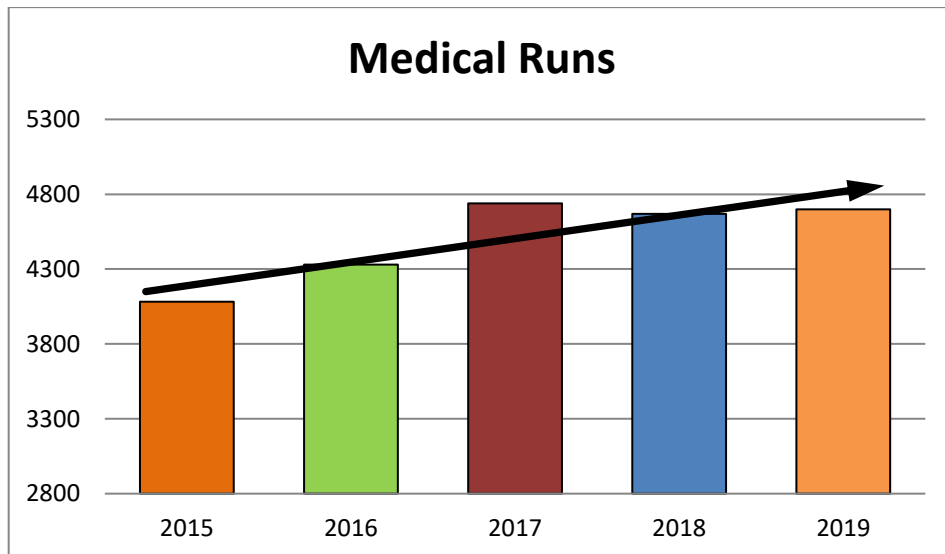


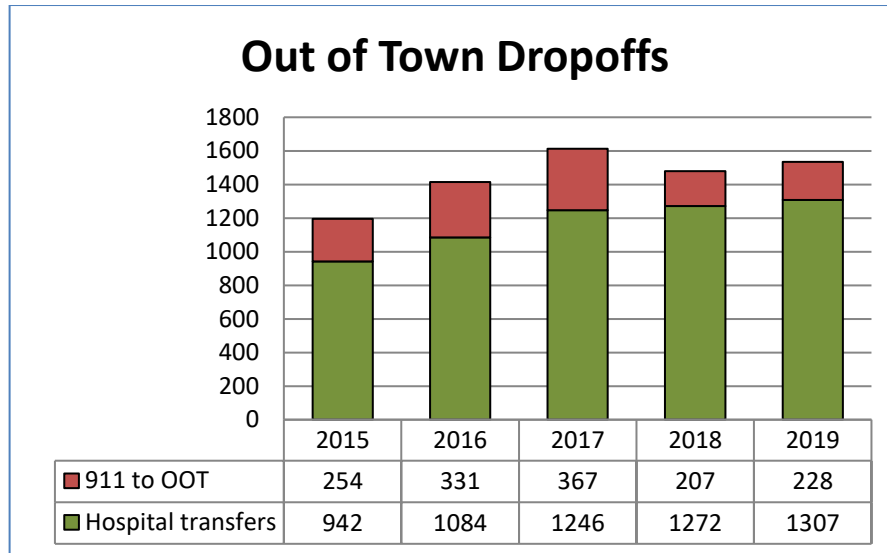
- Performed 9 fireworks license inspections for the State of Iowa Fire Marshal Office.
- Performed 50 inspections at fireworks retailers.
- Performed 20 fire system plan reviews which yielded over \$5,800 in permit fees.
- Conducted over 150 fire marshal visits to new and existing locations to answer questions and ensure Fire Code compliance.
- Issued approximately 10 citations for infractions of the City Fire Regulations; resulting in an issuance of over \$1,500 in fees.
- Held a safety stand-down day to focus on cancer prevention strategies, which included suggestions for improvement. Those suggestions lead to better cleaning procedures, better separation of soiled and clean gear, and reinforced items already being addressed such as improved fire hood purchase and use to decrease exposure.
- Completed plans for gear replacement (based on national standards and regulations) and large ticket item purchases.



EMS

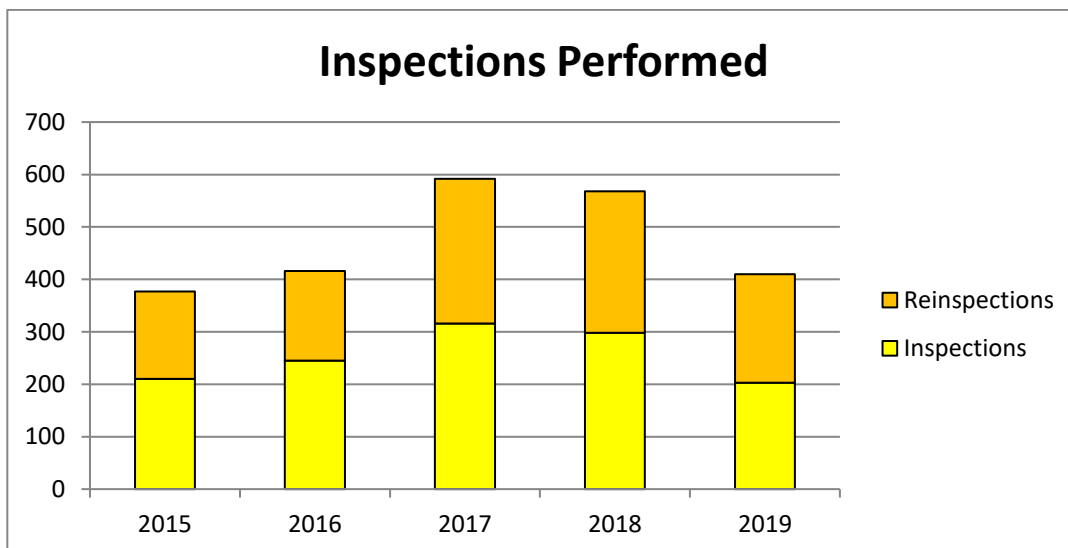
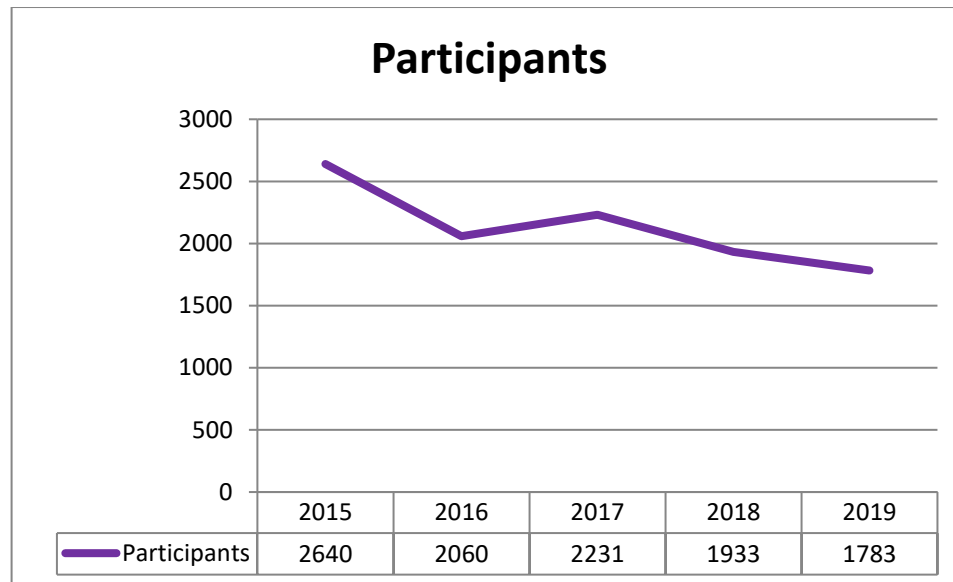
- Continued cardiac enzyme blood testing and remain the only ambulance service in Iowa with this type of testing capabilities; test results are used to help determine transport destinations for cardiac patients. (*Continuous Service Improvement*)
- Created specifications, purchased, and put into service a power stair chair and a power load cot and system to provide better service and improve the safety and health of our employees. (*Continuous Service Improvement*)
- Implemented strategies to decrease EMS costs, including changes in purchasing and vendors in order to save costs on supplies, and provided no-cost in-house training for Pediatric Advanced Life Support and Advanced Cardiac Life Support.
- Saw a slight increase in total medical calls, an increase of 3.8% for out of town drop-offs as compared to 2018; medical call volume was 4.3% and out of town drop offs were 6.0% above the five-year average.
- Hosted the 21st Annual Muscatine County EMS Day at Farm & Fleet. (*Marketing*)
- Hosted the 10th Annual EMS Saturday conference at Discovery Park; this event draws participants from throughout Eastern Iowa as well as serving MFD personnel. (*Marketing*)



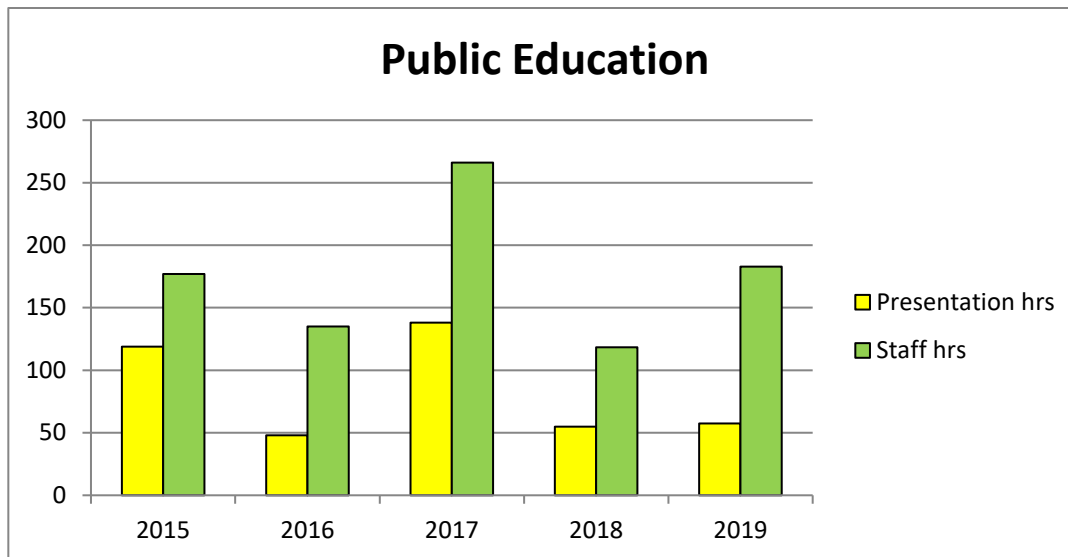


Prevention

- Continued annual public education classes, focusing on grades 1,3, and 5. (*Continuous Service Improvement*)
- Car seat technicians inspected 8 child safety car seats. (*Continuous Service Improvement*)
- Coordinated and implemented another successful Public Safety Open House, utilizing the “Close before you Doze” message to encourage participants to close their doors while sleeping and used the live fire ‘burn cell’ to illustrate this point.
- Continued to adjust the inspection program, and made progress toward returning to a fire inspection schedule of visiting commercial occupancies every two years, industrial and storage every three, and special locations such as daycares and liquor permit locations each year.
- Transitioned fire inspections to a new program, which will allow easier access to information on fire scenes and serve as a pre-planning document in addition to being better integrated into the department record management system.
- Continued to update Occupancy Limits for assembly occupancies to meet the 2015 Fire Code.
- Saw a decrease in the number of people participating in public education offerings, down 7.8% from 2018 and 16.3% from the five year average.



- Experienced an increase in staff hours for presentations, increasing by 29.1% over 2018.
- Saw a 31.9% decrease in inspections held.



Training

- Hosted and utilized the two-county fire training trailer for four weeks. (*Continuous Service Improvement*)
- Hosted and instructed State certification training and testing for Fire Inspector I certifications at the IFSAC/ProBoard standard. This was in house with MFD and guest instructors, done at no cost. A total of 10 MFD and 2 mutual aid organization partners took advantage of the training. (*Continuous Service Improvement*)
- Conducted five HazMat outreach/training sessions in our contracted counties.
- Took advantage of out-of-department federally funded training, including 11 persons to the National Fire Academy in Emmitsburg, MD (an 83% increase); and staff to places like Hazardous Materials training in Anniston, AL and Pueblo, CO, Company Officer training in Kansas City, MO as well as training and conferences within the state – for a total of over 2,800 hours of outside training. (*Continuous Service Improvement*)
- Updated, improved, and held three probationary academies for ten new hires, resulting in over 1,300 hours of new recruit training.
- Utilized non-traditional training locations to provide real-world experiences, including on site HazMat at MPW, 700+ hours of training at the old Holiday Inn property, donated (Rich Metals) real vehicles for extrication training, and mobile homes donated (Ripley's) for our use as live fire training aids.
- Continued implementation and adjustment of a leadership training program for formal department leaders and developing leaders.
- Captain June Anne Gaeta completed the Executive Fire Officer post-graduate program at the National Fire Academy. This is a four-year, multiple research paper program designed for department leaders and is recognized on national and international basis.

PARKS AND RECREATION

Administrative Division

- Administered a 582-acre park and recreation system that involved 25 park and/or recreation areas, 12 playgrounds, 8 tennis courts, 140 miles of street trees, 16 park shelters, 2 riverfront rental buildings, 15 miles of trails, 3 sand volleyball courts, aquatic center, cemetery, boat harbor, marina, soccer complex, baseball/softball complex (19 lighted diamonds), splash pad, special horticulture gardens, 8 horseshoe courts, 18-hole disc golf course, 18-hole golf course, 18 hole FootGolf course, special events, community recreation programs, 6 basketball courts, a skate park, a dog park and the employee wellness program.
- Supported Houser Street Parking Expansion and Athletic Field Grading Project.
- Prepared for 7 Park and Recreation Advisory Commission Meetings.
- Continued work on the Maintenance Plan for Mark Twain Overlook.
- Worked with Leadership Muscatine to develop park amenities.
- Worked with the Cemetery Step Committee.
- Administered the Adopt-A-Park program with 29 groups adopting parks.
- Worked with the Dog Park Committee to develop the Dog Park.
- Administered concession contract for Kent Stein Park, Soccer Complex and Aquatic Center.
- Collaborated with Muscatine Community School District, Muscatine Community College, and Muscatine County for mutual usage of facilities and a formal agreement.
- Partnered and/or collaborated with nearly 170 groups and organizations involved with public programs and facilities. Organizations included:
4H Club, Alzheimers Association, American Legion, Anytime Fitness, Apraxia Group, Army Corp, Art Center, ASA Softball, Bark Chiropractic, Bike Club, Bi-State, Blue Zones, Boonies, Boy Scouts, Branching Out, Bridgestone Bandag, Buffalo Wild Wings, Carver Pump, Central State Bank, Challenger Sports, Chamber of Commerce and Industry, Church Softball, CIAT, City Departments, City Golf League, Coca Cola, Community Action, Community Bank and Trust, Community College, Community Garden Association, Community School District, Community Y, Convention and Visitors Bureau, Disc Golf Club, Dog Park Friends, Domino's Pizza, Downtown Action Alliance, Family Credit Union, First National Bank, FootGolf Association, Fruitland Fire Department, G.C.S.A.A., Genealogical Society, Geo-Caching Association, Girl Scouts, Greenwood Cemetery Friends, Guadalajara, Hammond-Henry Medical Clinic, Happy Joes, Heart Association, HON/HNI, Hy-Vee, Hy-Vee Mainstreet, ICCAC Softball, IDNR, IDOT, Illowa Soccer League, Iowa Arboretum, Iowa Ave. Neighbors Friends, Iowa Girls High School Athletic Union, Iowa Golf Association, Iowa High School Athletic Association, Iowa Parks and Recreation Association, Iowa Soccer Association, Iowa Sports Turf Management Association, ISU Extension, JDRF, Jimmy Johns, Just for Kicks, Keep Muscatine Beautiful, Kent Corp., Kirk Butcher Plumbing and Heating, Kolors 4 Kids, Knights of Columbus, Kronk Disc Golf LLC, Latin League Soccer, Local Church Organizations, Lutheran Living, March of Dimes, McDonalds, MCSA, Melon City Criterium, MHS Baseball, MHS Boys Golf, MHS Cross Country, MHS Girls Golf, MHS Soccer, MHS Softball, Midwest Regional League Soccer, Miss Muscatine Group, Missipi Brew, Mississippi Evangelist, Monsanto, Muscatine Baseball Academy, Muscatine Boat Show, Muscatine Car Club, Muscatine

Cardinal Baseball, Muscatine Community Foundation, Muscatine County, Muscatine County Veterans Affairs, Muscatine Diversity Center, Muscatine Farmers Market, Muscatine Girls Softball, Muscatine Historical Association, Muscatine HSAP, Muscatine Journal, Muscatine Mall, Muscatine Power and Water, Muscatine Realtors Association, Muscatine Search and Rescue, Muscatine Soccer Club, Muscatine Swim Club, Muscatine Symphony Orchestra, Muscatine Youth Baseball, Musco, National Golf Foundation, National Pain Association, National Pearl Button Museum, National Recreation and Parks Association, P.G.A., Pancreatic Cancer Friends, Pearl City Car Club, Pearl City Soccer Club, Phase III Development Committee, Phelps, Recreational Soccer League, Red Cross, Roger Ford Memorial, Running Club, S.S. Mary and Mathias School, Salvation Army, Senior Resources, Sister Cities, Soap Box Derby, South End United Neighbors, Special Olympics, St. Ambrose, Stanley Consultants, Sycamore Printing, Taco Johns, Team Lofgren, Tennis Association, Trails Committee, Trees Forever, Trinity Hospital, Tyson Foods, United Way, University of Iowa, Uptown Motors, USSSA Sports, V.F.W., Vision Center P.C., Walking Club, West Side Store, Young Professionals Network and Zoo Garden Committee.

- Administered about 500 rentals of riverfront special buildings and park shelters.
- Coordinated and administered 127 special event requests to use public property.
- Administered city-wide deer hunt program.
- Worked with citizens to develop bike repair stations.
- Supported and attended meetings with the Convention and Visitors Bureau, Chamber, CIAT and Downtown Action Alliance.
- Collaborated with the Zoo Garden Committee.
- Conducted regular supervisory staff meetings focusing on positive public relations, safety, and efficient, effective facility and personnel management.
- Continue to implement the City-wide plan for the Emerald Ash Borer Ash Tree Program.
- Assisted other City Departments as requested.
- Participated in street development projects: Cedar, Mulberry, Colorado, and Mississippi Drive.
- Worked with a College Intern Fall 2019.
- Started to collaborate with MCSD on a concept plan and location for an indoor recreation facility.
- Worked with Musco Sports Lighting to complete the Soccer Expansion Lighting Project.
- Worked with Musco Sports Lighting to complete the Kent Stein Park Control Link Lighting Project.
- Continued the West Hill Reforestation Plan.
- Continued the Downtown Reforestation Plan.
- Continued the Mississippi Drive, Cedar Street and Mulberry Avenue Reforestation Plan.
- Completed the Weed Park Street Lighting Project.
- Participated in the Riverfront Development Plan.
- Administered Kent Stein Park usage to include updating the usage guidelines and the usage application form.
- Administered the Soccer Complex to include updating the usage guidelines and the usage application form.
- Continued the review of the Greenwood Cemetery Guidelines.
- Administered the Muscatine Municipal Golf Course to include usage and

maintenance oversight.

- Administered the Municipal Boat Harbor and Marina to include the gas dock, long dock, house boat dock, transient dock and boat launches with enhanced security features.
- Administered the recruitment and training of over 175 seasonal staff through social media, job fairs and print media.
- Administer park system memorial bench program.
- Administer Recreation Program development to include program business plans, staffing, program selection and program facility utilization.
- Conducted the College Search Kickoff event for the Muscatine Community.
- Worked with FEMA for flood repairs and mitigation programs.

Aquatic Division

- Saw an increase from 310 swim lesson participants to 346 during the 2019 season. Participants were monitored as a means to evaluate our swimming lesson program. Parent surveys were distributed, resulting in positive feedback.
- Increased staff retention by 11% from previous season.
- Served 30,204 patrons during the 2019 season.
- Pool party numbers stayed consistent with 76 after-hours rentals held.
- Continued with steady numbers of \$1.00 scholarship passes given and season passes approved by the Housing Department. The number of seasons passes sold remains steady.
- Continued implementation of the vacuum system.
- Received a perfect 2019 health inspection report.
- Conducted regular staff in-service training on positive public relations, proper lifesaving skills, and effective swimming instruction techniques.
- Held six collaborative lifeguarding training sessions with the Muscatine Community Y.
- Trained the Golf Course staff in American Red Cross AED certification.
- Provided SDS, Right-To-Know and Bloodborne Pathogen training to all Aquatic Center staff.
- Certified all Slide Attendants in American Red Cross First Aid/CPR/AED for the Professional Rescuer to meet State of Iowa Bathing Code guidelines.
- Continued with additional morning and evening swim classes to meet citizen's needs.
- Continued hosting the Fantastic Father's Day, Christmas in July and National Friendship Day special events.
- Replaced the diving board.
- Thirteen #MuscatineRocks rocks were discovered at the facility this season. #MuscatineRocks is a fun incentive for Muscatine citizens to express their appreciation for Muscatine businesses and organizations for doing outstanding work.
- Conducted job fairs to recruit staff.
- Attended IPRA workshops and conferences.

Cemetery Division

- A new contract was approved for cell tower revenue.
- Continued with stone leveling when time was available.
- Continued mowing shooting range for the police department and mowed the disc golf course.

- Changed mowing strategies by using rear discharge with positive results.
- Continued cross training park maintenance division staff in the Cemetery.
- Maintained Cemetery steps throughout the year.
- Completed spring and fall Cemetery cleanup.
- Converted Cemetery maintenance building lights to LED.
- Replaced heating system in Chapel building.
- Replaced lighting system in Chapel building.

Golf Course Division

- Continued to grow the tree nursery by adding more trees.
- Looked at repairing some existing cart paths (#2, #10, and #18) and adding continuous cart paths to #3 and #17.
- Recruited and trained staff focusing on positive public relations and good customer service practices.
- Continued to pursue bunker repairs and/or renovations as needed throughout the golf course.
- Continued to work on the #3 tee box to improve the soil conditions and playability.
- Continued to listen to golfer suggestions, input, and ideas that may help improve the Golf Course.
- Replaced trees that were dying and impacting the playability of the golf course.
- Continued the maintenance plan on all bridges.
- Continued to clean out the wooded areas around #2 green and #6 back tee boxes.
- Added nature areas to #11 and #12 rough areas to lessen mowing time.
- Explored new tee box signage and a new entrance sign by the road to include lighting.
- Looked at a new senior tee on #11 to make the hole more enjoyable.
- Looked at replacing the mat on #3 tee with a more permanent solution.
- Golf rounds played this year were approximately 25,000. Will update at the end of the season.
- Added Par 3 tees to the course.
- Replaced HVAC system in the Clubhouse.
- City Tournament was sponsored and run by the golf staff with 109 participants this year.
- The Jr. Tournament had 15 participants this year.
- Continued the group and private lesson program.
- There were approximately 53 special events and 10 leagues this year. Will update at the end of the season.
- FootGolf continued to be marketed with an outing taking place in August.
- Continue to market the golf course and clubhouse for all possible usages to include golf, footgolf, building rentals, cross country meet and recreation programs.
- Started a Business of the Week program and realized 465 rounds played.
- Conducted a Veteran's Administration event with over 100 veterans participating.
- Implemented a marketing and merchandising plan for the golf course.

Kent Stein Division

- Continued to strive for positive relations with facility guests and associations by conducting regular meetings on relevant issues with various sponsoring organizations.
- Maintained high quality and safe fields while maximizing usage.
- Continued to support and assist other departments and city divisions as requested.
- Continued to recruit and train seasonal and full-time staff as needed.
- Continued to look for and to incorporate technological items that improved services and operational efficiencies.
- Continued to recognize the economic impact opportunities to our community through Kent Stein Park usage.
- Worked with the concessionaire to provide a quality experience for our guests.
- Utilized the diamonds for approximately 6,000 hours. Will be updated at the end of the season.
- Hosted tournaments on approximately 20 days. Will be updated at the end of the season.
- Edged and sodded baselines on all baseball fields as part of a Day of Caring project.
- Removed dead ash trees throughout the park and planted three new trees in the spring with the assistance of students from Central Middle School.
- Conducted regular staff meetings focusing on safety and providing a quality facility for providing a positive experience for our guests.
- Currently working with Musco on the replacement of all field light bulbs throughout the park.
- Mulched the center median throughout the middle of the parking area.
- Dog Park maintenance and mowing was added to the schedule.

PARKS DIVISION

- Supported Deer Management Program.
- Supported other departments and park divisions with projects.
- Continued clearing stumps throughout the park system.
- Kept the weeds removed in five downtown parking lots.
- Routinely inspected playgrounds and made repairs as needed.
- Purchased and used plastic welder for fixing broken playground equipment throughout the parks.
- Supervised and supplied 8 United Way Day of Caring projects.
- Supported over 127 events held in our community.
- Continued working with Zoo Garden Committee coordinating maintenance work.
- Supported nearly 65 Riverview Center building rentals. Will be updated at the end of the season.
- Supported approximately 70 Pearl City Station building rentals. Will be updated at the end of the season.
- Supported roughly 360 shelter rentals. Will be updated at the end of the season.
- Conducted weed spraying of Harbor banks and river banks from Mad Creek to Musser Park.
- Performed weed control on street medians on Park Avenue, Cedar St. round-about and downtown alleys.
- Took over maintenance of the beds on Mississippi Drive.

- Maintained 3 sand volleyball courts and 8 tennis courts throughout the season at Weed Park.
- Hung banners throughout the year on 2nd Street.
- Successfully maintained hanging baskets in the downtown area throughout the growing season.
- Maintained a clear and healthy Lagoon at Weed Park.
- Repainted all trash cans and picnic tables used throughout the parks.
- Extended the tree inventory of all Park and Right of Way trees.
- Continued to maintain viewing areas in two locations at Weed Park.
- Assisted airport with spraying weeds in cracks and around buildings.
- Cleared and planted several plants on Brook Street overlook along the trail.
- Identified 37 trees at the Transfer Station to be transplanted throughout City property.
- Currently working on transplanting trees from greenhouse to tree nursery at Golf Course.
- Completed the Weed Park Light Replacement project.
- Completed the Dog Park project.
- The Fuller Park Playground Surface Replacement project has been approved by council and is scheduled to be completed later this fall.
- Replaced sidewalks and the bridge at Eversmyer Park as part of an Eagle Scout project.
- Painted the shelter at Eversmeyer Park as part of a Day of Caring project.
- Painted the Musser Park restroom as part of a Day of Caring project.
- Treated 60 ash trees for EAB this fall.
- Coordinated the removal of over 35 dead street trees.
- Prepared for and cleaned up after two major floods this spring/summer. Currently working on FEMA projects including: Chain replacement on Long Dock, repairing Transient Dock, repairing Courtesy Dock, repairing boat ramp, replacing missing section of Gas Dock, replacing fence from Cedar Street to Mad Creek, replacing fence on Spillway Lane, replacing upstairs flooring at RVC, replacing concrete basement floor at RVC, replacing lights around Clam Man Statue, replacing concrete around Riverfront restroom.
- Performed mowing and snow removal on 15 miles of trails.
- Provided maintenance support for the marina, houseboat dock, long dock, transient dock and Pearl City Station courtesy dock.
- Conducted vegetation and landscape maintenance for 2 nd street.
- Completed mowing, weed control and snow removal on City owned abandoned properties.

Recreation Division

- Continued to look for new and creative activities with a focus on budget-friendly programming, such as the Easter Egg Hunt, Muskie Youth Soccer Camp and the Walking Club.
- Continue to utilize a spreadsheet listing all the programs and special events with brief details and leadership. This can be utilized remotely via Google Drive.
- Continue to market through the use of Muscatine Parks and Recreation Facebook page, the City of Muscatine Facebook page and the City website.
- Updated spring and fall Parks and Recreation program brochures.
- Provided SDS, Right-To-Know and Bloodborne Pathogen training to recreation staff.

- Saw an increase in participation of recreation programs particularly Sand Pit Volleyball, which saw a seven-team increase from the previous year and the Muskie Youth Soccer Camp which increased to 63 participants. Tennis lessons, Tee Ball, Flag Football, Girls Volleyball Clinic, Skate Park Beginners Camp, Tot Lot and the Cemetery Walk all saw increases in 2019.
- Continued to make programs cost effective so that user fees cover all direct costs. Completed pre- and post-activity reports for all programs and special events.
- Saw an increase in special event participation with over 275 people attending the 2018 Elves Workshop and 600 people in attendance at the 2019 Easter Egg Hunt.
- Continued scheduling three Sand Volleyball courts due to high interest in Sand Volleyball leagues.
- Saw an increase to 1,017 Walking Club registrants with a collective 12,910 miles walked.
- Attended IPRA workshops and conferences.

Soccer

- Continued to strive for positive relations with facility guests and associations by conducting regular meetings on relevant issues with various sponsoring organizations.
- Continued efforts to maximize revenues and overall efficiency of division operations.
- Continued to support and assist other departments and city divisions as requested.
- Continued to recruit and train quality seasonal and full-time staff as needed.
- Continued to look for and to incorporate technological items that improved services and operational efficiencies.
- Utilized the fields for approximately 2,500 hours. Will be updated at the end of the season.
- Hosted tournaments throughout the playing season.
- Conducted regular staff meetings focusing on safety and providing a quality facility for providing a positive experience for our guests.
- Worked with the concessionaire to provide a quality experience for our guests.
- Finished sidewalk and parking lot light replacement project.
- Helped a college student complete an internship with an emphasis on building and equipment maintenance repair.
- Finished parking lot, trail, final grade, street crossings and beacon light installation at Houser Expansion.
- Finished grading and seeding at Houser expansion.
- Installed irrigation on all four new fields, including the installation of the backflow preventer on the South side of the property.
- Planted over 120 plants along the Houser Expansion parking lot as part of an Eagle Scout project, and received a \$2,500 Branching Out grant to assist in purchase of the trees.
- Musco has installed the poles for all four new fields, and currently working on final electrical hookups.

Soccer Events

- The College Search Kickoff was held during the last week of July.

- There were 60 teams this year, 22 men's teams and 38 women's teams. Teams came from 8 different states. The event could sustain a maximum of 48 men's and 48 women's teams.
- There were 175 college coaches that registered to attend the event. Coaches came from 13 different states.
- The 2019 event generated roughly \$15,000.00 revenues over expenditures.

Wellness Division

- Implemented new structure for THRIVE wellness program which incorporated both monthly and annual incentives to boost participation.
- Continued as a Blue Zones certified worksite.
- Continued to monitor and market THRIVE, including an employee registration drive.
- Continued with Walk the Big Muddy, an employee walking incentive program.
- Administered employee flu shot program.
- Administered employee wellness screening program.
- Administered employee hearing checks.
- Conducted Weigh-To-Go, a holiday weight-maintenance enticement program.
- Administered Fitness Reimbursement program.
- Collaborated with Human Resources to evaluate current employee health trends and promote the use of appropriate Wellness programs.
- Continued to meet with Human Resources and our Wellmark representatives to identify current employee health trends and to determine appropriate Wellness programs to address those trends.

HUMAN RESOURCES/RISK MANAGEMENT

- Completed negotiations with all three bargaining units. The City secured five (5) year contracts with both Teamster's units and a one (1) year agreement with the Fire Fighter's Association.
- The Human Resources Department is spearheading "Healthy Hometowns" program sponsored by Wellmark with other local entities including Muscatine Community Y, GMCCI, Muscatine Diabetes Project, and Public Health. Several City staff members are also involved in this project. The planning stages of action items are nearly complete and the implementation of project items are in progress.
- All employees attended harassment training.
- Human Resources and Wellness have continued to work together to improve the wellness offerings.
- Streamlined record keeping has continued. Regular employee files and other records are currently in the process of being stored in an electronic format.
- The Human Resources Department sponsors a book club for supervisors. Ten – twelve supervisors have participated in reading and discussing books on leadership, organizational development, and management. This group meets monthly.
- Risk Management staff worked with ICAP and various staff to manage the ransomware claim and flood claims.

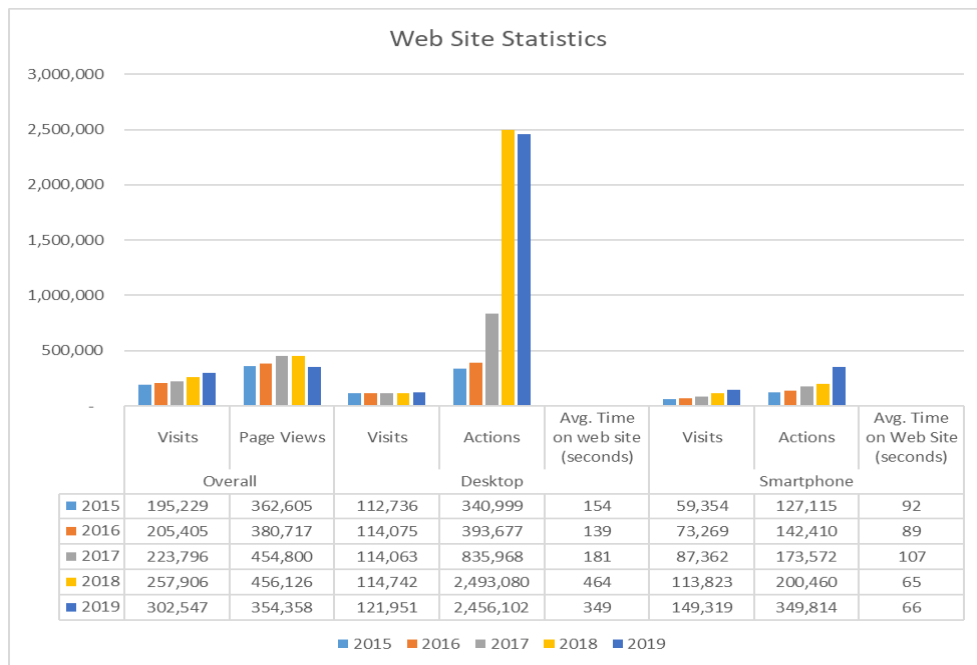
COMMUNICATIONS

- The mission of City of Muscatine Communications is to create a strong partnership with the community by providing timely, accurate information that is understandable, interactive, and engaging to the residents, visitors, and businesses in Muscatine.
- Public information strategies include the content management of a dynamic website, the cultivation of a strong social media presence, use of multi-media tools, and a timely, responsive relationship with the media.
- Our goal is to enhance quality of life for residents, as well as gather and share information to support and encourage two-way communication that promotes transparent government and an engaged citizenry.
- The City of Muscatine communication effort includes a combination of traditional media and the internet.
- The traditional media approach includes preparing and distributing press releases to area newspaper, radio, and television stations.
- The internet approach uses the City of Muscatine web site as the main source for all information about Muscatine while the various social media channels allow the City to target more specific audiences for our messages.
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- We are also able to utilize the local cable network through Civic TV Channel 2 and Public Access Channel 9 to showcase meetings and relay information to the public.
- Social media continues to be one of the top communication tools in promoting the City of Muscatine. We continue to witness a continued increase in the number of followers for the City of Muscatine Facebook, Twitter, Instagram, and YouTube accounts, and the two-way communication between the citizens and the City of Muscatine has also increased.

The following accompanying graphics reflect data for as of September 30 of each calendar year.

City of Muscatine Website

The City of Muscatine web site went through a transformation this past year, and has seen increased traffic in over the past five years, but has seen even more traffic since the redesign was unveiled in February 2019. In the 2019 calendar year to date the web site has seen 302,547 visits (a 117 percent increase over 2018), 354,358-page views, an average visit duration of three minutes and six seconds, and an average of 9.5 actions per visit (page views, downloads, outlinks, or internal site searches. A total of 2,497,991 downloads have been recorded in 2019.

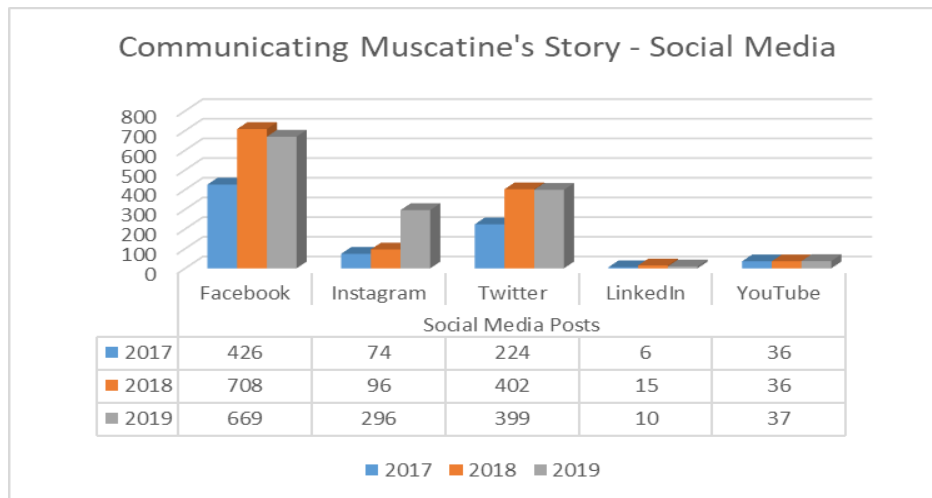


Press Releases, Newsletters and Blogs

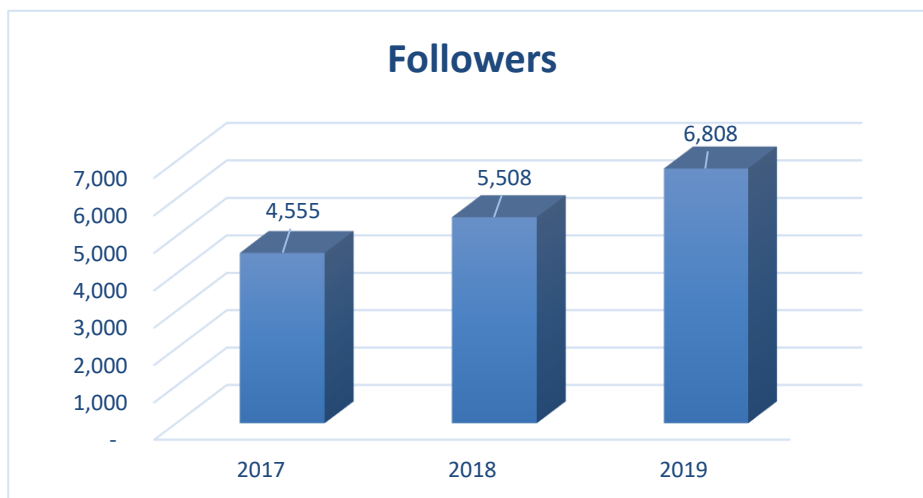
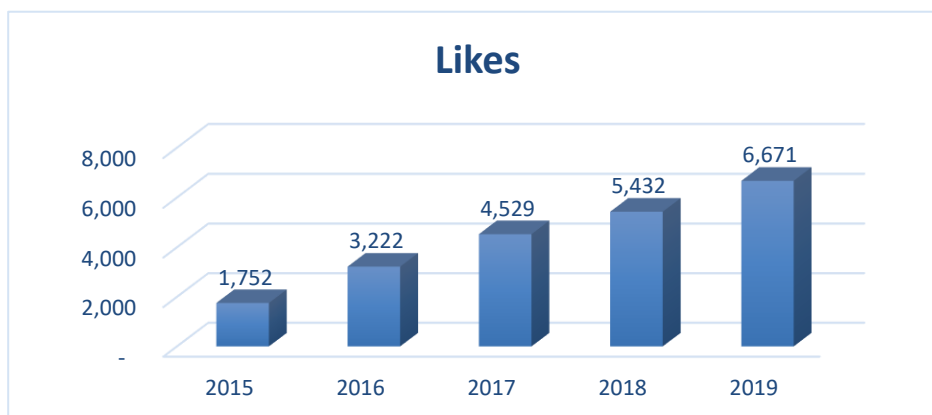
Press releases are one of the most important tools in the promotion of the City of Muscatine, highlighting the many good people, departments, activities, and projects that are a part of this community. A total of 221 press releases have been written in the past 12 months, 10 blogs, and five newsletters, each promoting the City in a positive light. In addition to original articles, blogs, newsletters, and social media posts, the Communication Manager also assists with rewrites and promotion of articles from Parks & Recreation, Muscatine Fire Department, and Muscatine Police Department

A recent blog posting on Carver Corner has received 1,797 views. The blog is one of our primary tools for the promotion of the numerous positives that the City is providing for the citizens of Muscatine.

MailChimp is our mailing list for the City newsletter which is usually sent out at the first of each month. Currently we have 482 subscribers to that email list. The use of links to stories located on the City of Muscatine web site has been a good tool to bring people to the main web site for even a brief



Facebook

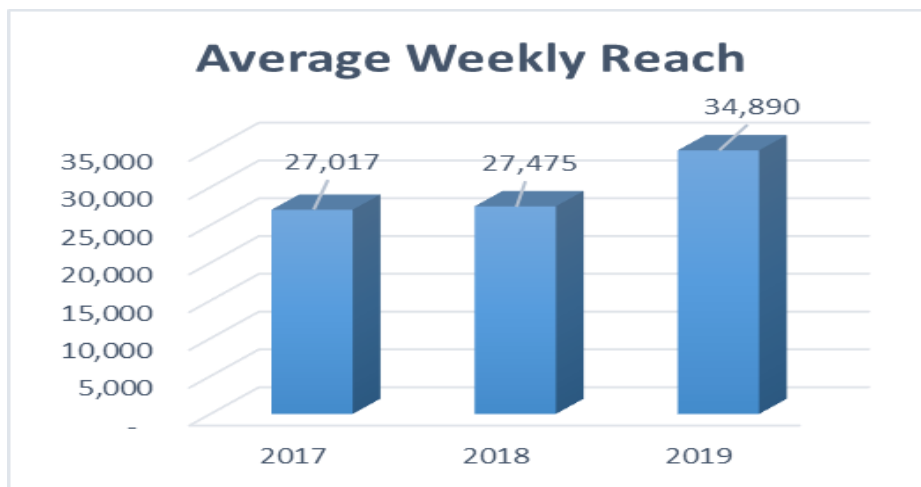


The City of Muscatine Facebook presence has continued to grow in the last five years, going from
Muscatine Accomplishments 2019 39

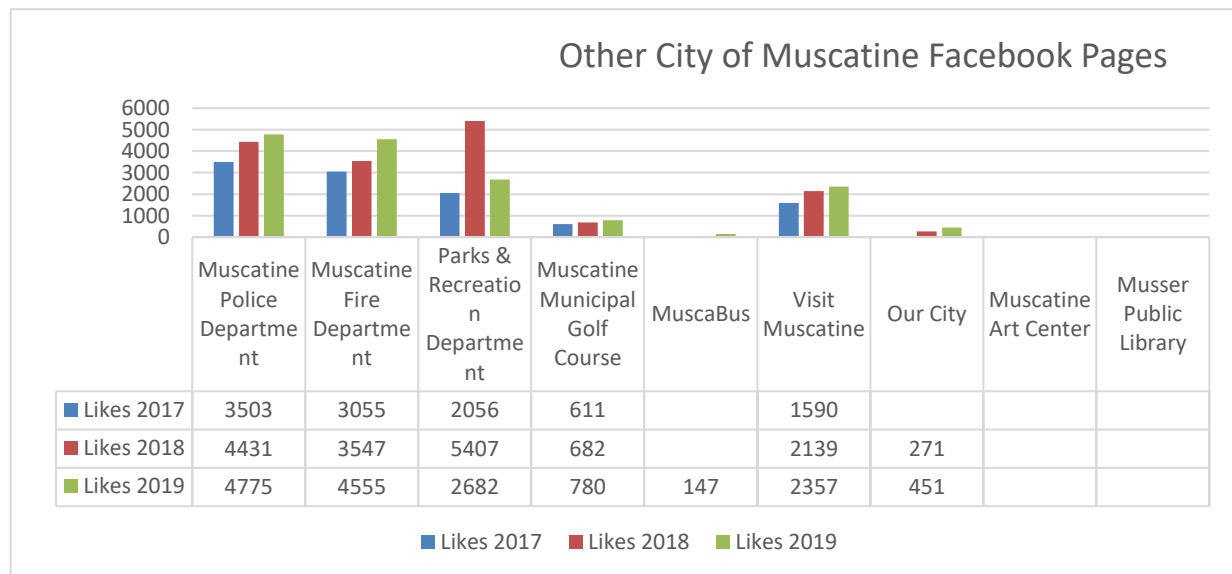
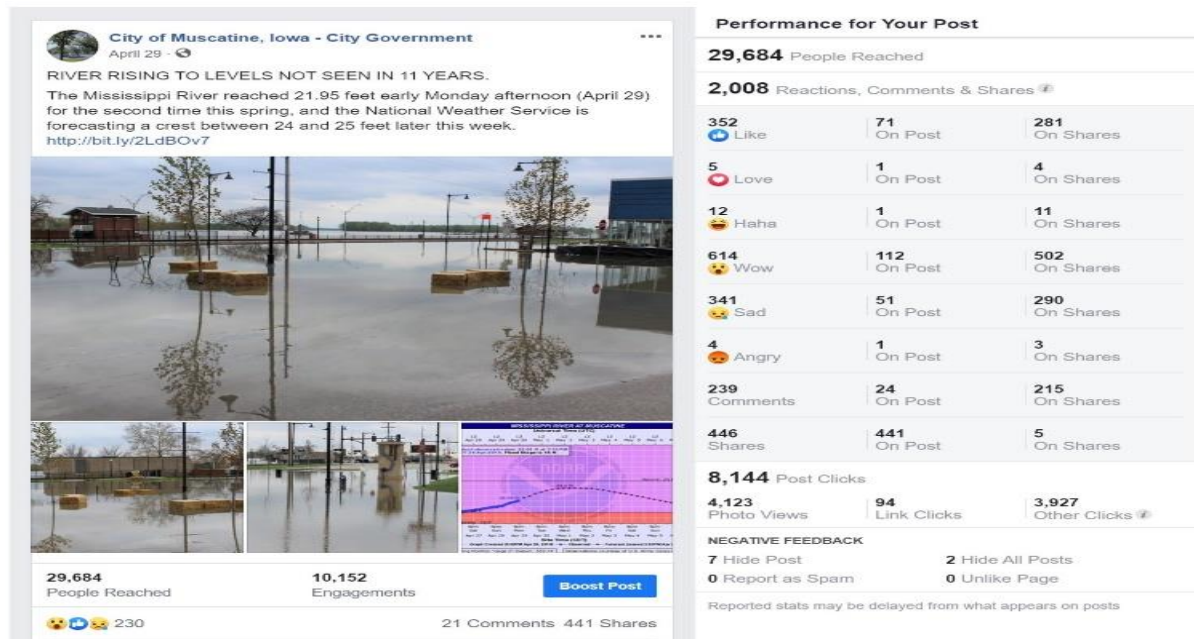
1,752 page likes on Sept. 30, 2015 to 6,671 page likes on Sept. 30, 2019. Similar growth has been seen in page followers, going from 4,555 followers on Sept. 30, 2015, to 6,808 followers on Sept. 30, 2019. The numbers reflect a 122% increase in the past 12 months with an average of 108 new followers per month and 103 new likes per month.

When someone likes a Page, they are showing support for the Page and that they want to see content from it. The Page will show up as being liked in the “About” section of that person's profile. When someone follows a Page, it means they may receive updates about the Page in their “News Feed”.

One of the values we look at in social media is “reach” or the number of unique accounts who may have had any content from the Page or about the Page enter their screen, and the City’s Facebook page has consistently been over 25,000 per week for the last three years with an average weekly reach of 34,890 (Oct. 1, 2018-Sept. 30, 2019), 27,475 (Oct. 1, 2017-Sept. 30, 2018) and 27,017 (Oct. 1, 2017-Sept. 30, 2017).



Social media posts have been a valuable tool to disseminate information to the citizens of Muscatine and we have increased our use of video both in longer live or taped videos and in short five-second introductory videos to social media posts. The top post during the past year, an April 29 post on the river rising to new levels (pictured left), reached 29,684 people, and had 10,152 engagements. The top video was a 1:08 video of the Mississippi Mist misting again following clean up and repair after the 99-day flood. That video reached 14,725 people with 9,397 video views, 1,235 reactions, comments, and shares, and 1,757 posts.



The Communications Manager also administers, manages, and monitors several other Facebook pages created for different department within the City of Muscatine. The Muscatine Police Department, Muscatine Fire Department, Parks and Recreation Department, Muscatine Municipal Golf Course, Muscatine Art Center, and Musser Public Library and HNI Community Center each have long established Facebook presents. In 2018, the City of Muscatine added “Our City”, a weekly show hosted by the Mayor of Muscatine, and in 2019 we added a Facebook page for MuscaBus. The Convention and Visitor’s Bureau Facebook page, Visit Muscatine, is also monitored by the Communications Manager

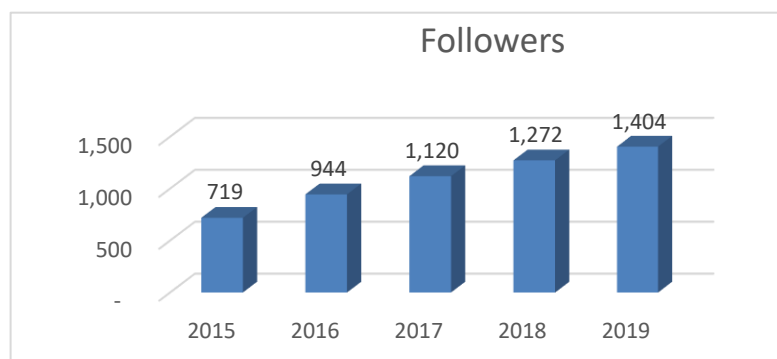
and the Administration Department of the City of Muscatine.

Our City is a weekly talk show that has been broadcast live from the office of the mayor on Tuesday nights. The show is a nonpolitical talk show featuring City of Muscatine staff and spokespersons from various groups throughout the City of Muscatine and Muscatine County. The show launched in April 2018 and can be accessed via the Facebook page. The show is distributed on All-Access Cable Channel 9. The show has an average reach of 2,037 people per week, and is averaging three new likes and three new page follows per week over the last 12 months. An average of 52 people per week watch the show for one minute or more and an average of 330 per week watch the show for at least 10 seconds.

MuscaBus was created to keep the public informed of any changes to bus routes, to promote the service, and to highlight accomplishments. Amy Fortenbacher, Transit Supervisor, or her designate posts the information on the page which is also shared on the City of Muscatine Facebook page. MuscaBus was launched on August 20, 2019, and has grown to 147 page likes in less than two months.

Twitter

Twitter has become the step-child of social media but it is still an important one. Individuals who use Twitter are more specific in their needs and want to avoid the drama that sometimes erupts on Facebook. Although slow growing, the following of the City of Muscatine Twitter page has been steady, increasing from 719 on Sept. 30, 2015, to 1,404 on Sept. 30, 2019, almost a 200 percent increase and a 110 percent increase over the past year.

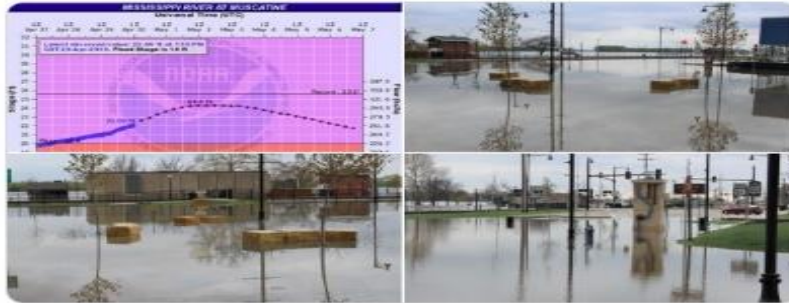


Even the simplest of tweets can create a following such as the one that warned of nearly historic river levels this past spring that had impressions (reach) of 7,298 unique viewers along with 154 engagements. Twitter reaches a different clientele than Facebook and while the media is not as popular as other social media outlets, it does have significance in a communications plan. The numbers have increased 110% over the past year and we are averaging about 11 new followers each month. After seeing the reach of the City of Muscatine Twitter platform decline from 2015 to 2017, we have now seen a jump to approximately 4,500 people per week over the last two years (4,525 per week in 2018 and 4,497 per week in 2019).



City of Muscatine, Iowa
@CityofMuscatine

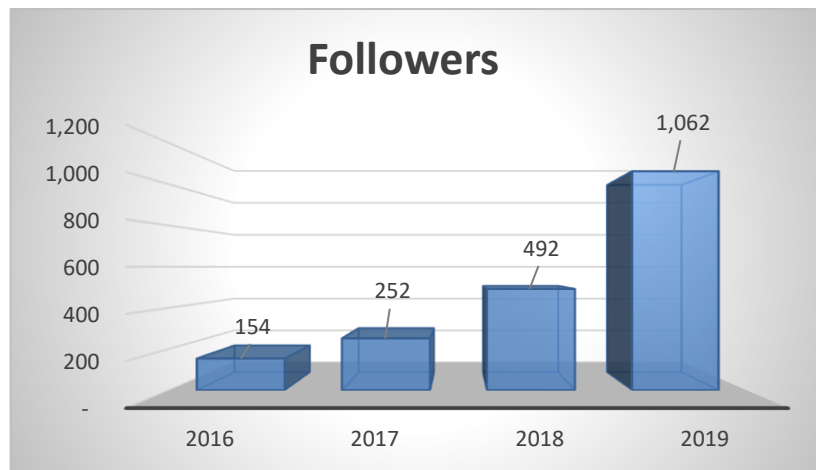
The Mississippi River reached 21.95 feet Monday afternoon (April 29) for the second time this spring, and the National Weather Service is forecasting a crest between 24 and 25 feet later this week. bit.ly/2LdBOv7



8:46 PM - Apr 29, 2019 - Twitter Web App

Instagram

The City of Muscatine Instagram account reached a milestone early in October 2018 with our 500th follow, and, less than a year later, surpassed the 1,000 follower mark in August 2019. Instagram, owned by Facebook, has become an increasingly popular social media platform and, while the platform is still a picture first, smart phone or tablet first platform, new features are being added that will continue to increase its popularity. We are up 215 percent over the past 12 months after a 200 percent increase in followers the year before. Our reach on Instagram has quadrupled over the past year, going from an average of 486 people per seek to 2,858 people per week.

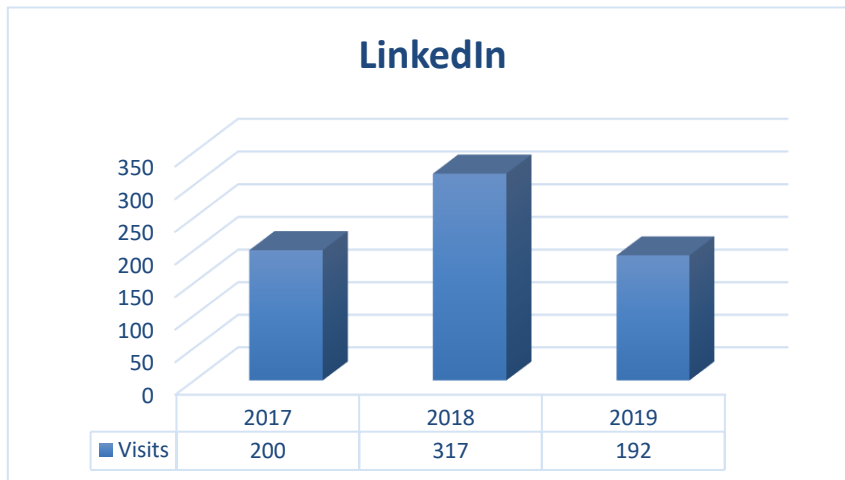


The top post over the past 12 months was a post on August 6, 2019, featuring two local businesses receiving Small Business Forgivable Loans from the City of Muscatine. That post had 64 likes, 911 impressions and a reach of 475. Second was a post on May 7, 2019, featuring a story on Mississippi River crests that drew 73 likes, 794 impressions, and a reach of 503.



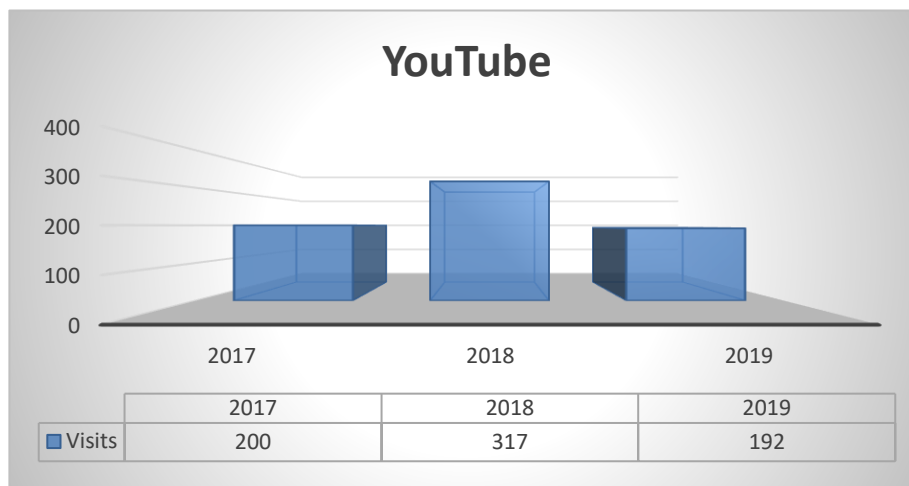
LinkedIn

LinkedIn connects to a more professional base of members. The City of Muscatine has used LinkedIn to promote staff openings of a more professional nature while also posting and sharing articles which are more geared to the professional ranks. Followers of the City of Muscatine has steadily increased from 28 on Sept. 30, 2016 to 108 on Sept. 30, 2019, a 136 percent increase just in the last 12 months. A total of 10 original articles were posted during the past 12 months covering topics from the recently created bio-retention cell to budget preparation and departmental programs.



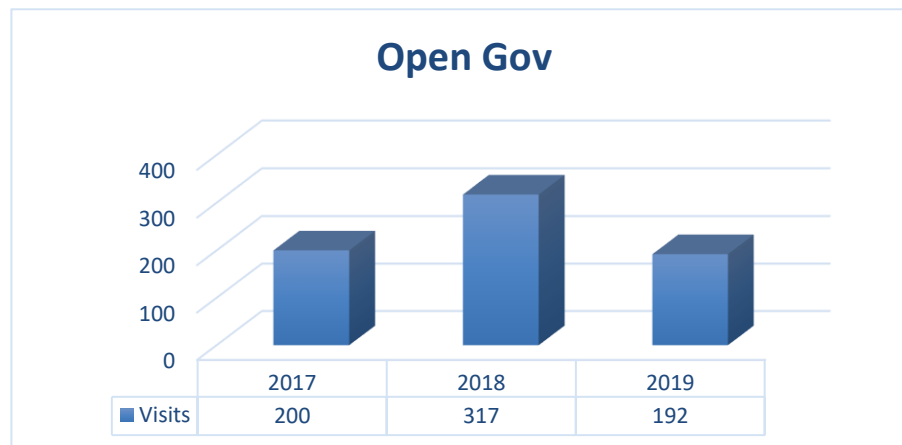
Youtube

The City of Muscatine launched their YouTube page on June 27, 2011. The growth of this channel in terms of subscribers was slow at first but after hitting the century mark (100) in November 2017 and receiving our own URL, subscriptions started to pick up. The City of Muscatine currently has 171 subscribers (Sept. 30, 2019) to our channel that features live broadcasts of City Council meetings and candidate forums. The channel also features a Muscatine Communications channel where videos of projects and informational pieces are placed. In addition, we are working to add Our City Muscatine as an additional channel. Currently the project is delayed as attempts to secure past show videos continue as well as attempts to stream the show live on YouTube.



Open Gov

OpenGov is a transparency utility that can be used by city council members and the public for an in-depth look as to where the taxpayers' money is being spent. Department heads can also utilize OpenGov by establishing metrics from which they can gauge the success or failure of programs within their department, and from which they can obtain valuable information for the formation of budget proposals.



OpenGov was unveiled in July 2017 was an immediate success. The next generation of software has been released so that City departments will be able to post calendar year metrics along with fiscal year metrics. The City has been assisting the development of the new version by working with OpenGov on their Beta version during the first three quarters of 2019.

	December 31, 2015	December 31, 2016	December 31, 2017	December 31, 2018	October 13, 2019	Estimated 2020
City of Muscatine Regular Media Communication Channels						
Press Releases						
Original	5	44	161	207	179	225
Rewrites*	Not Applicable	Not Applicable	7	87	72	80
Blog						
Posts	21	31	23	11	8	12
Views	4,328	6,449	3,847	4,805	3,869	6,000
Newsletter						
Published	3	12	11	10	4	12
Subscribers	191	337	428	437	482	510

Open Gov						
Visits	Not Applicable	Not Applicable	323	231	152	300
Avg. Per Visit	Not Applicable	Not Applicable	4:54	4:43	4:36	5:00
City of Muscatine Social Media Communication Channels						
Facebook						
Page Likes	2,254	3,628	4,695	5,725	6,677	7,800
Page Followers	Data Not Available	Data Not Available	4,715	5,813	6,819	8,000
Avg. Weekly Reach	12,819	18,345	27,436	26,909	35,112	37,000
Instagram						
Page Followers	104	161	279	639	1,077	1,600
Avg. Weekly Impressions	Data Not Available	Data Not Available	410	852	3,392	6,000
Twitter						
Page Followers	781	981	1,172	1,301	1,405	1,600
Avg. Weekly Impressions	2,127	4,096	4,009	4,410	4,749	5,000
LinkedIn						
Page Followers	Data Not Available	Data Not Available	61	84	108	150
Page Views	Data Not Available	Data Not Available	93	75	333	600
YouTube						
Subscriptions	20	21	106	136	179	250
Avg. Weekly Watch Time	5:26	6:59	9:18	8:24	10:54	12:00
City of Muscatine Web Site						
Visits	195,229	205,405	223,796	257,906	302,547	
Page Views	362,605	380,717	454,800	456,126	354,358	
Desktop Visits	112,736	114,075	114,063	114,742	121,951	
Desktop Actions	340,999	393,677	835,968	2,493,080	2,456,102	
Desktop Avg. Time	154s	139s	181s	464s	349s	
Smartphone Visits	59,354	73,269	87,362	113,823	149,319	
Smartphone Actions	127,115	142,410	173,572	200,460	349,814	
Smartphone Avg. Time	92s	89s	107s	65s	66s	

Accomplishments

- Participated in the effort in the redesign City of Muscatine web site that was launched in February 2019. Have seen a 20 percent increase in desktop and smartphone visits to web site since redesign launched.
- Provided weekly updates before, during, and after a record 99 consecutive days of the Mississippi River being above flood stage. Additional press releases and videos were produced concerning flood prevention, flood observation, and flood cleanup.
- Provided updates during construction season as work progressed on a variety of projects including Mississippi Drive Corridor, West Hill Phase IVB, Pollinator Park, Muscatine Dog Park, Houser Street Athletic & Parking Expansion, and Full Depth Patch Project.
- Continued to increased use of video on the various social media channels including using short five-second video's to introduce stories.
- Page likes, follows, views, and reach continued to increase across all City of Muscatine social media platforms.
- Continue to monitor Our City Muscatine Facebook page that is home to a live weekly talk show produced Tuesday nights in the Office of the Mayor.
- Development of a YouTube page for Our City Muscatine in order to reach a larger audience has been slow due to problems accessing past shows to upload to the YouTube page. These efforts will continue as long the show remains viable.
- Published 221 City of Muscatine press releases promoting the positives of living and working in Muscatine while also keeping the public informed of key issues facing the city, updates on construction and weather, the success of various programs offered by the city, and the success of our staff.
- Also assisted Fire Department (13 releases), Police Department (5 releases), and Parks & Recreation (65 releases) in the promotion of their information and programs.
- Published 10 blogs highlighting various departments and/or information regarding city services, city development, and city goals.
- Published five newsletters which featured links back to the City of Muscatine web site.
- Posted 10 articles on LinkedIn geared to a more professional reader.
- Assisted staff members with press releases as needed.

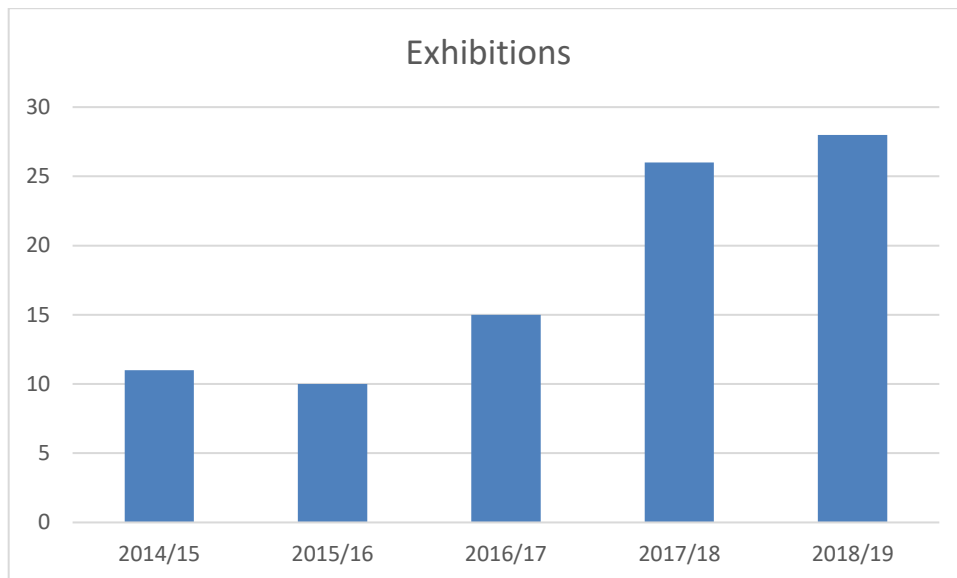
ART CENTER

Exhibitions

Since the historic Musser McColm house reopened to the public in April 2017, the staff has taken on a more aggressive exhibition schedule. Spaces in the house that were permanently installed are now used for changing exhibitions. In addition, exhibitions are changing more quickly in the Stanley Gallery. Between July 1, 2018 and June 30, 2019, the Muscatine Art Center presented the following changing exhibitions:

- Pulled Pressed & Screened: Important American Art Prints
- Mauricio Lasansky: The Mr. & Mrs. Harold Rayburn Collection
- Gerb's Gadgetry
- Jon Fasanelli-Cawelti: Atlas
- Kirk Hovenga: Iowa Landscapes
- Elementary Student Art Show
- David Hayes: The Ventana Series
- Norman Baker

- Alexander Clark
- Muscatine & the Civil War
- Art of Beth van Hoesen
- Recent Acquisitions
- Iowa Watercolor Society Juried Exhibition
- Nancy Purington: Ode to the Upper Mississippi River, Pearl and Her Mother
- Molly Wood: Omnia Vanitas
- Artistically Exploring Wood Vessels – Steve Sinner and Joe Meirhaeghe
- Peter Mar Toys
- Iowa Regionalist Artists from the Permanent Collection
- Stanley Family Collection
- Alma Held from the Permanent Collection
- Muscatine Art Center Adult Studio Display
- Heartfelt & Handmade Ornament Competition
- Holiday Pop-Up Shop
- Highlights from the Music Collection
- Oceania and African Collections
- Elk’s Chanters
- 4H Projects
- Iowa State Pottery – Recent Acquisitions



Fiscal Responsibility

Muscatine Art Center staff secured several grants in 2018-2019 and continued to work with the Friends of the Muscatine Art Center and the Muscatine Art Center Support Foundation Fund to offset Muscatine Art Center expenses. Grants secured in 2018-19 include \$46,500 from the Roy J. Carver Charitable Trust for lighting projects in the Stanley Gallery, \$10,000 from the Iowa Department of Cultural Affairs through the Cultural Leadership Partner (CLP) program for operating support, \$5,000 from the Iowa Department of Cultural Affairs for participation in ArtsLab, \$4,270 from the State Historical Society of Iowa’s Historic Resource Development Program (HRDP) grant to launch a Civil War outreach program, \$3,000 from Humanities Iowa for scholarly research on the exhibition,

“Perspectives on Childhood: Photographs by Oscar Grossheim, 1900-1925,” \$2,197 from the Community Foundation of Greater Muscatine to deliver programs for school-aged children, and \$1,705 from the Iowa Department of Cultural Affairs for Arts Learning in Libraries to deliver studio art programs to older adults in partnership with the Keck Public Library in Wapello. Staff also successfully applied to the Collections Assessment for Preservation (CAP) program to bring two professional assessors to evaluate the condition of the facilities and the collection. The value of this grant, which is paid directly from CAP to the assessors, is \$7,400. During the 2018-19 fiscal year, the Friends of the Muscatine Art Center paid \$23,305.37 in labor reimbursement to the City of Muscatine and the Muscatine Art Center Support Foundation Fund paid \$21,836.97 in labor reimbursement. Between the two organizations, this covers 10 hours per week for the Program Coordinator, 10 hours per week for the Registrar, and 50% of the benefits for the Registrar.

Behind-the-Scenes / Collections Management

In 2018 – 19, the Muscatine Art Center staff made possible the following outgoing loans:

- White Lotus painting by Georgia O’Keeffe. “Georgia O’Keeffe: Visions of Hawaii” on view at the New York Botanical Garden (May 19, 2018 – Oct 28, 2018).
- White Lotus painting by Georgia O’Keeffe. “Georgia O’Keeffe: Visions of Hawaii” on view at the Memphis Brooks Museum, Memphis, TN (December 2018 – February 2019).
- Merrill Hotel & Conference Center, Muscatine – “Iowa Landscapes” (March 15, 2018 - September 15, 2018).
- Moline Public Library, Moline, IL – Framed works by Jon Fasanelli-Cawelti (January 21, 2019 – March 28, 2019).
- Muscatine History & Industry Center - 1 Foot Powered, Floor Model, Button Lathe and 3 framed, period button display panels (updated in 2019).
- Brunnier Art Museum at Iowa State University – 5 Iowa Regionalist works of art for the exhibit, “Iowa Artists of the First Hundred Years”, (August 2019-January 2020).

Staff also provided images, resources, documents, and other materials in fiscal year 2018 – 19 for the following purposes:

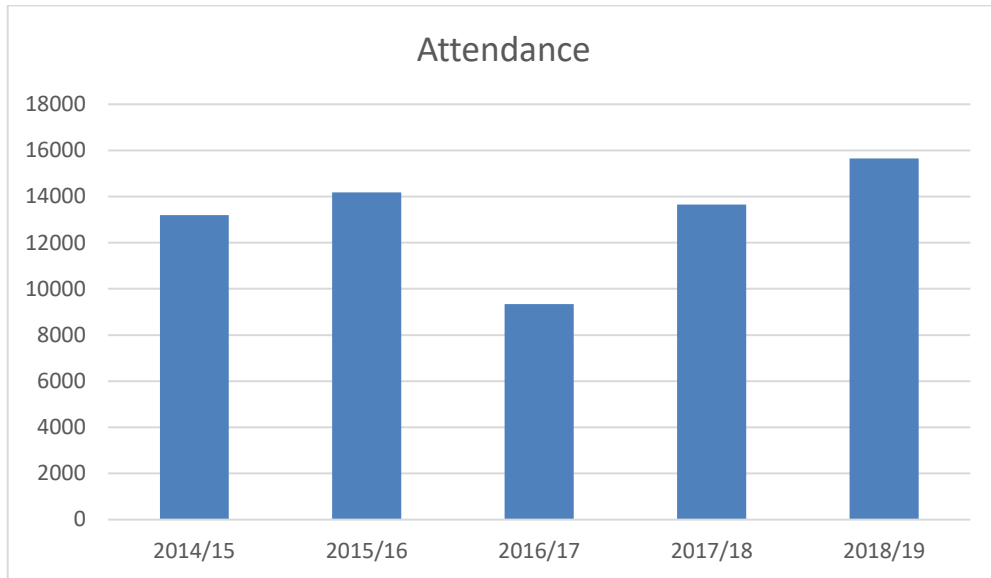
- Des Moines Art Center – Grant Wood “Peter Funcke” Research for Jared Ledesma, Assistant Curator
- Sue Taylor, Associate Dean, College of the Arts, School of Art and Design, Portland State University. Book Grant Wood’s Secrets published by University of Virginia.
- Tour guide publication for District 9 Community Council of St. Paul – Ft. Snelling, MN - River Collection.
- Lee Enterprises – submission of 26 entries for publication in newspaper for the year 2019.
- Beth Cody, Kalona, IA - Book Iowa Gardens of the Past: Ornamental Horticulture and Landscaping in Iowa: 1850-1980 (additional requests)
- Muscatine Magazine – Rebecca Paulsen, 4 issues – Collections of MAC
- Patricia Moss, Fine Art Investigations, Long Beach, WA. John Caspar Wild artist research.
- Heidi Hohmann, Iowa State University – original images for research project for Japanese Garden conservation
- Iowa Museum Association Geography and Natural Resources List.
- Lea Rosson DeLong, University Museums at Iowa State Publisher. Book “Iowa Artists of the First Hundred Years”.
- Jean Mahoney, Santa Cruz, CA. Book Brave Hearts- A San Francisco Story, Sisters Singing Press.
- Iowa Museum Association – Civil War images for “Teaching Iowa History” education project.

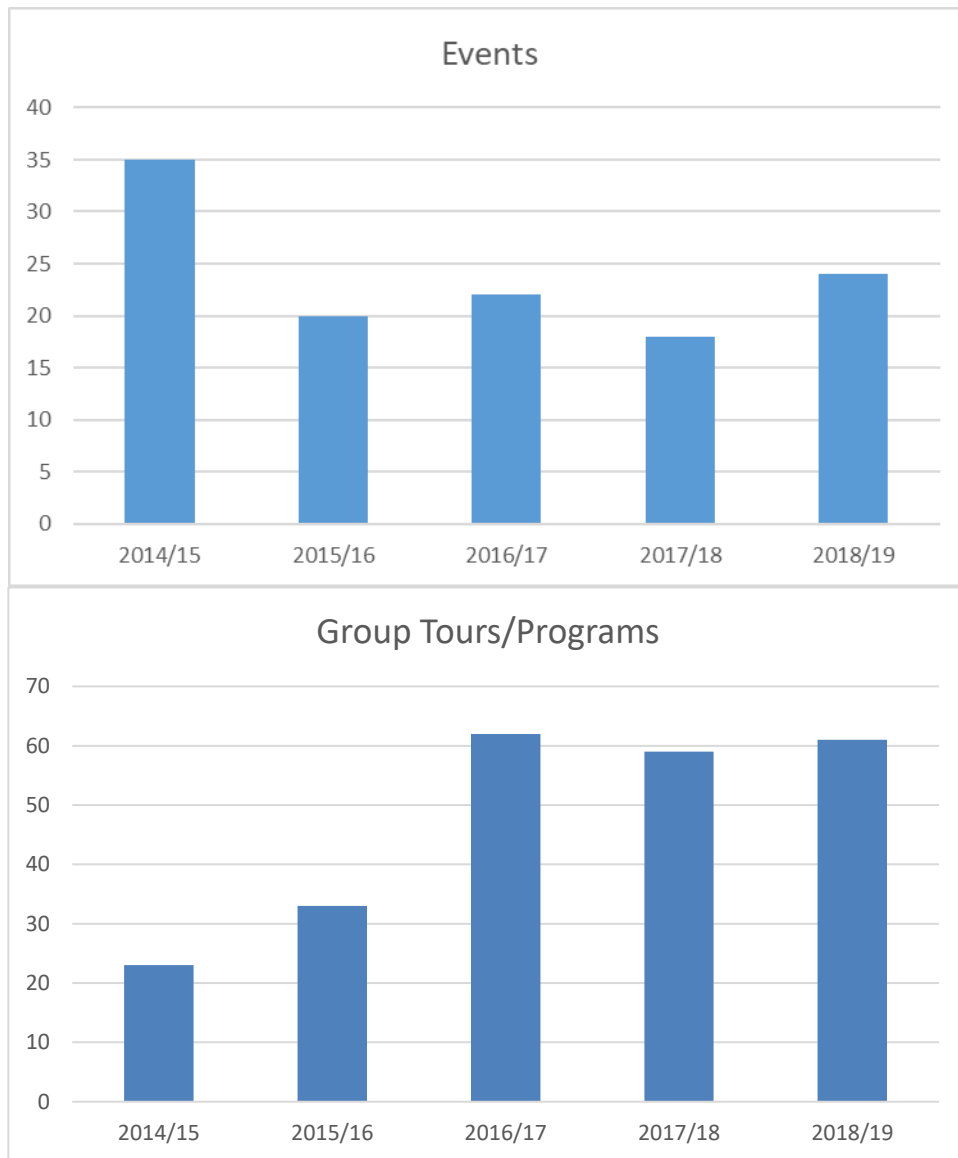
- Janet Weaver Dissertation, University of Iowa History Department. Dissertation: This Big Fight for Justice: Industrial Unionism and the AFL, 1881-1917
- Jade Papa, Curator, The Textile & Costume Collection, Thomas Jefferson University, Philadelphia, PA. Presentation Title: The Muscatine Button Queen. Presented to: The Costume Society of America Southeastern Regional Symposium
- New York Botanical Garden in connection with the exhibition, “Georgia O’Keeffe: Visions of Hawaii”, permission to use “White Lotus” for Video for Gallery Viewing Library viewing (May 1-November 30, 2018), Sundance Now Streaming Service (May 1-November 30, 2018) short film licensed for US and Territories only, and Hawaiian Air In-Flight viewing (May 1-November 30, 2018) short film.

Staff also completed a lengthy application process to participate in the Collections Assessment for Preservation (CAP) program. The CAP program will bring two professional assessors to evaluate the condition of the facilities and the collection. The value of this grant, which is paid directly from CAP to the assessors, is \$7,400. The assessors will complete a formal report with recommended next steps before the end of 2019.

Community Engagement

- The Muscatine Art Center works with the following local partners to present programs and provide services: Friends of the Muscatine Art Center, Muscatine Art Center Support Foundation Fund Advisory Committee, the Community Foundation of Greater Muscatine, local 4-H groups, Muscatine Community School District, Saints Mary and Mathias Catholic School, Louisa-Muscatine Community School District, West Liberty School District, Muscatine County Arts Council, Alexander Clark Foundation, Muscatine County Conservation Board, Muscatine County Homeschool Association, Muscatine Community YMCA, Keep Muscatine Beautiful’s Almost Friday Festival, the Nature Conservancy, Optimae Life Services, Big Brothers / Big Sisters, Sunny Brook, United Way of Muscatine, Keck Memorial Library in Wapello, Boy Scouts, Parents as Teachers, League of Women Voters, Sunset Park, Leadership Muscatine, the Muscatine Convention and Visitors Bureau, Salvation Army, Questers, and A Child’s Place. The Muscatine Art Center also works with state-wide organizations such as Humanities Iowa, the State Historical Society of Iowa, the Iowa Arts Council, the Iowa Department of Cultural Affairs, the Iowa Museum Association, Iowa State University, Iowa Watercolor Society, and regional organizations such as the Figge Art Museum, Living Proof Exhibit, and the Brunnier at Iowa State University.
- The Muscatine Art Center offered 169 classes to the general public, provided 61 group tours / programs / outreach, and presented 24 events between July 1, 2018 and June 30, 2019. Between these offerings and regular drop-in visits, the organization served 15,654 individuals.





- Numerous volunteers participate in guiding and assisting the Muscatine Art Center. A nine-member Board of Trustees oversees the Muscatine Art Center's operations while the Friends of the Muscatine Art Center consists of five board members who organize fundraisers to support the educational mission of the Muscatine Art Center. The Friends organization also includes 100+ paid household members. The Muscatine Art Center Support Foundation Advisory Commission includes five members who approve and review the annual budget for exhibitions, object conservation projects, and acquisitions to the collection. The newly formed Public Art Advisory Commission is a five member advisory commission with Muscatine Art Center Director as staff liaison. The Muscatine Art Center staff also supervises multiple interns each year. These unpaid interns range from high school students through students pursuing a master's degree in museum studies. Finally, the Muscatine Art Center engages approximately 90 volunteers each year who contribute approximately 2,000 hours on activities such as scanning archival documents, greeting the public at the front desk, organizing the scrapbook, gardening, repairing historic clothing / textiles, assisting with exhibitions, proof reading

exhibition text, leading students and young learners in activities during fieldtrip experiences, working special events, and helping with marketing. Staff developed a new outreach program on Muscatine and the Civil War targeted to middle school and upper elementary school students. The program is funded by a grant from the State Historical Society of Iowa's Historic Resource Development Program. Staff selected passages from the letters written by Muscatine Civil War soldier, Daniel Parvin, to his wife. Two men and two women were hired and train to portray the couple and to present information about the Civil War in general and the specific battles fought by Parvin's unit. Staff also selected and purchased reproductions clothing and daily objects for use during the presentation. These materials were put into a kit to travel with the actors. In addition, staff selected primary source materials from the permanent collection to reproduce for use in a resource trunk available to teachers. Civil War PowerPoint presentations developed by staff and evaluation tools were added to the resource trunk. The program has been piloted at West Liberty Middle School, Louisa-Muscatine Middle School, and Franklin Elementary 5th grade classrooms. Two public presentations were offered at the Muscatine Art Center, and the actors also appeared in costume and with their kit and the traveling trunk at the Annual Ice Cream Social. Additional schools will be part of the pilot during the 2019-2020 school year. Evaluations from students, teachers, and actors are being collected. Once the pilot phase has concluded, the staff plans to make modifications as needed but to continue to offer the outreach program and resources.

Organizational Effectiveness

- In 2018, the Muscatine Art Center applied to ArtsLab offered through the Iowa Department of Cultural Affairs for the purpose of "cultivating cultural leadership." The Muscatine Art Center was accepted into ArtsLab, also resulting in the receipt of a \$5,000 grant to fund the staff's participation in the training. Two Muscatine Art Center staff members (Director and Program Coordinator) completed the year-long training, attending both the fall and spring three-day sessions in Des Moines and participating in five webinars. The sessions and webinars examined cultural business models, mission/vision statements, board development, membership development, program development and evaluation, strategic planning, and marketing. The final ArtsLab assignment was to create a strategy roadmap for the Muscatine Art Center. The Muscatine Art Center Board of Trustees and staff are currently working with the strategy roadmap and other documents to create an Education Plan and update the Strategic Plan.

Sustainability

- Muscatine Art Center staff applied to the Roy J. Carver Charitable Trust for funds to replace track lighting in the Stanley Gallery and to install three motorized shades in the gallery to control light levels. The grant, in the amount of \$46,500, was awarded in October 2018. To complete the project, Muscatine Art Center staff reviewed museum lighting research such as papers published by the Getty Conservation Institute, consulted by phone with lighting specialists at Philips, and worked with a Lighting Specialist at Van Meter to select products that could meet a variety of lighting requirements, including the low levels necessary for some special exhibitions. Eventually, the Muscatine Art Center staff settled on the base product, the "OmniSpot" chip-on-board LED, in different beam spreads as well as a few types of accessories that would make it possible to bring the light down low enough to meet tight restrictions on foot candles while also providing enough light for exhibitions where more light is needed. The OmniSpot chip-on-board LEDs require little energy and have an exceptionally long lifespan, resulting in fewer staff hours devoted to changing bulbs – previously twice per year minimum to an estimated replacement date of 15 to 20 years.

Marketing and Communication

- The Muscatine Art Center website, www.muscatineartcenter.org, was overhauled in 2018-19. In July 2018, the Muscatine Art Center staff began the process of selecting a design firm for www.muscatineartcenter.org. Three companies submitted proposals in response to the RFP. Applied Art and Design of Des Moines was selected. The Muscatine Art Center staff worked with the firm to redesign the website, add content, and improve features and functions. The new www.muscatineartcenter.org went live in July 2019. The online collections database feature will be added at a later date.
- The Muscatine Art Center posted 12 agendas, 12 minutes, and 105 posts to the City of Muscatine's website. 70 subscribers follow the Art Center through the City's website. The Muscatine Art Center has developed a presence on social media with 2,025 followers on Facebook and 2,438 posts on Facebook during the 2018/19 fiscal year. A Friends of the Muscatine Art Center Facebook page was created in 2016 and now has 139 followers and 525 posts occurring in the 2018/19 fiscal year. The Instagram account was set up on June of 2015 and now has 386 followers and 389 posts in fiscal year 2018/19. These posts also show on Facebook, Tumblr and Twitter. The Twitter account has 398 followers with 1254 tweets in 2018/19 fiscal year. There are 458 followers of the Muscatine Art Center's Pinterest board with average monthly views of 12,100.
- Staff also updates the Muscatine Art Center's page at Google Maps, Google Business, Yelp, and Winnie. Events are placed on the Visit Quad Cities CVB calendar, Experience Quad Cities calendar, City of Muscatine calendar, WVIK, Travel Iowa, and Yelp. Other websites must be kept up-to-date and these include the page for the Muscatine Art Center on Muscatine CVB, Blue Star Museums, and the Smithsonian Museum Day website. The Office Coordinator attended one meeting of the Eastern Iowa Tourism Association (EITA) 2018/19.
- Constant Contact is used to distribute the e-newsletter. There are 854 subscribers to the e-newsletter which was distributed 26 times during fiscal year 2018/19. Staff drafted and distributed 23 press releases, and the Muscatine Art Center was covered 60 times in local and regional print media.
- Staff appeared on air (radio and television) six times to promote Muscatine Art Center activities. This includes working with the Muscatine Convention and Visitors Bureau on the community spotlight "Our Quad Cities" which aired on September 11, 2018. Staff went on live radio for the Voice of Muscatine and on camera for the Hy-Vee morning show. WQAD aired a video and web content about the Muscatine Art Center exhibition of work by Jon Fasanelli-Cawelti. WVIK also aired a radio interview and created web content about the Jon Fasanelli-Cawelti exhibition. David Hayes, son of the late artist David Hayes, joined staff on video for the cable show "Muscatine Arts" with Chad Bishop.

Public Art

- Muscatine Art Center staff worked with a group of seven community volunteers to research how other communities support public art. Six meetings were held between February to October 2018, resulting in an in-depth session presentation to Muscatine City Council on January 10, 2019. Muscatine Art Center staff drafted the ordinance to establish the Public Art Advisory Commission and assisted in forming the new Advisory Commission. The members of the new commission began their terms on July 1, 2019. Since that time, a Muscatine Art Center staff member has served as liaison to the Advisory Commission, setting the agenda, reminding members of meetings, and facilitating discussion. The group was set up to meet quarterly and has now held two official meetings and one working meeting. The group intends to have a draft public art policy, application form, and process outlined by spring of 2020.

- Muscatine Art Center staff also made arrangements for five sculptures to be displayed on public property in Muscatine from June 2019 through late spring / early summer 2020. The sculptures are part of the body of work created by David Hayes (deceased). Staff worked with the David Hayes Foundation to bring an exhibition of sculpture, maquettes, and studies on paper to the Muscatine Art Center. The exhibition was on view in the Stanley Gallery from May 9 through August 25, 2019. To open the exhibition, the Muscatine Art Center hosted Business After Hours and a large crowd greeted the son of David Hayes who made public remarks pertaining to public art. The Muscatine Art Center also organized an exhibition closing presentation by the son of David Hayes to take a more detailed look at art in public places. While the exhibition has closed, the outdoor sculptures can be viewed at Muscatine City Hall, Musser Public Library and HNI Community Center, and Discovery Park. Staff and volunteers of the Muscatine Art Center assisted in the installation in each of the five pieces. As a bonus, the David Hayes Foundation extended a loan of one sculpture to be exhibited on the grounds of the Muscatine Art Center from September 2019 through late spring / early summer 2020.

MUSSER PUBLIC LIBRARY

Overall Perspective

- Moved into the building and opened to the public on June 15, 2018. During the last year, almost all of our attention has been focused on successfully operating in an extremely different environment with a wealth of new possibilities. Most of our day-to-day work does not rise to the level of an accomplishment, but the increasing patron and staff satisfaction with our new building and the activities contained within provide us with great joy and sense of pride.
- Building
 - Installed new, LED signage on three sides of the building paid for and heavily assisted in the process by the Carver Foundation
 - Repaired several outdoor parking lot outlets to enable future outdoor events
 - Purchased hand dryers for the restrooms to improve the cleanliness of restrooms.
 - Installed and paid for HNI Community Center signage for building exterior
- Technical Services – (these are all part of the Contentious Service Improvement City Goal)
 - Continued our unique and innovative partnering with LS&S (at a cost of \$39,000 a year) for selection, purchasing, cataloging and processing to make better use of staff, reduce costs of material, processing, and cataloging, provide material in a timelier manner and save OCLC and staff costs.
 - Employed a short-term consultant to train new staff member on the acquisitions and cataloging modules of POLARIS to be able to add donated material, ensure quality and timeliness of deliveries, check all material into our system when it arrives, and generally speak the language of technical services.
 - Worked with LS&S to set up and attend a weekly conference call with LS&S cataloging, the supervising heads of ordering, billing, and processing from Baker and Taylor (our material jobber) and Mark Blaisdell-Buck, Senior Project Manager from Baker and Taylor, to ensure program proceeds successfully and catch issues early.

- Moved all billing from Baker and Taylor bills (eliminating the need to process invoices and generate payments for each bill on our end – often 10 or 15 per month) to monthly bill from LS&S.
- Moved all payments for databases, magazines and e-products to LS&S refining our payment process as we did with the Baker and Taylor bills.
- Moved the payment of all collection material such as databases and e-books or other e-material to LS&S, who rebills us in one statement, reducing all payment procedures as with Baker and Taylor bills (above).
- Moved the keeping of all statistics relating to any format of purchased materials to LS&S as part of their service – timesaving for both finance and library.
- Moved initial responsibility for usage statistics to LS&S and initial recommendations for withdrawal to LS&S as they have extremely granular software used to evaluate collections and predict demand.
- Held on-site, two-day meeting with LS&S to discuss experiences of previous and goals for this year.
- LS&S began using the POLARIS Acquisition Module to place orders which allows our patrons to place holds on material before publication ensuring a low wait time to check out the book. This is a great feature for our patrons but we never had the staff time or expertise to use the module ourselves.
- Circulation
 - 89% of material for the past fiscal year was checked out using self-checks, primarily without any staff assistance, allowing circulation staff time for other duties (Contentious Service Improvement City Goal).
- Reference
 - Introduced 8 Microsoft Surface tablets for in-house use for patrons.
- Local History/Genealogy
 - Scanned entire Muscatine Journal on microfilm and digitized collection including making it keyword searchable for in-house patron usage. This normally would cost between \$20,000 to \$25,000 but in partnership with Ancestry.com came to a total of approximately \$500 for shipping.
- Administration
 - Received \$59,000 grant from the Muscatine Community Foundation to fund the first two years of LENA.
 - Received \$39,000 grant from the Roy J Carver Trust to place three lighted signs on the building façade.
 - Completed three-year certification at the highest level from the State Library of Iowa.
 - Sent three staff members to the Iowa Government LEAN Conference.
 - Added two new Library Board Members, Tony Lonscole, Jeanett Martinez and to replace outgoing members John Wojtecki and Krista Regennitter .
 - Managed to roll-over over \$70,000 of our allocated budget to pay for upcoming technology and building purchases.

- Children's Department
 - Due to large attendance, relocated large children's programs (O'Baby Lapsit, preschool Storytime, and Spark Plugs) from the Storytime Amphitheater to the large meeting room on the third floor.
 - Recaptured our robust Summer Reading experience after a scaled-down version the first year (due to our closure at the typical beginning of Summer Reading upon moving into the new building).
 - Partnered with University of Iowa PHD Science Students participating in a National Center For Science Education program, funded by the Carver Foundation to teach high quality segments of our Skeleton Key and Spark Plugs programs.
 - Obtained the LENA grant and successfully initiating the LENA Start program.
 - Live-streamed the monthly "Just from the Kitchen" show featuring family cooking.
- Adult Programs
 - Held first in-house family movies utilizing new production equipment.
 - Checked-out our large portable stage to many community groups for outdoor event.
 - Partnered with Senior Resources to pay for transportation to and from a monthly, day-time senior program.
 - Completed planning for a number of on-going day-time adult activities. The series, Day-Break, will begin November with the core activities of Tai Chi Tuesday and Thursday mornings taught by Caleen Pagel, a weekly music lesson (beginning with Ukulele taught by Jim Van Winkle), and a monthly lunch and learn health session led by Lucinda Harms. Over the next six months, we will be adding two book groups (one fiction, one non-fiction both led by Pam Collins) and a variety of arts and crafts, genealogy, writing classes plus other we develop as requested.
 - Partnered with the Hospital Auxiliary Volunteers to bring in a New York Times bestselling author, Heather Gudenkauf.
 - Filled the large meeting room both times Chad Lewis lectured on paranormal events in Iowa.
 - Held a variety of successful craft activities for adults.
 - Doubled the size of our ongoing Book Group – now averaging between 20 -30 participants each month.
 - Partnered with Family Resources with the Christmas Cards in July event.
 - Organized a Halloween Costume Swap sponsored by Walmart.
 - Held our first escape room and our first murder mystery event.
 - Partnered with the Muscatine County Arts Council to host the Second Sunday Music Concert.
 - Collaborated with Art Center on outdoor sculpture exhibit.
- Information Technology
 - With unparalleled support by the City's IT department, managed to get our Envisionware software up and running after six weeks of downtime after the ransomware virus.